

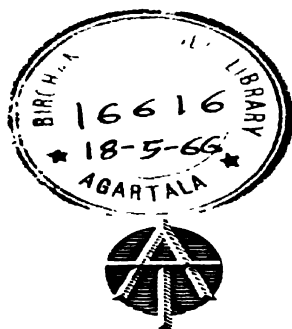
HOW TO TURN
FAILURE
INTO
SUCCESS ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦

BY THE SAME AUTHOR

TNT—THE POWER WITH YOU
(with Claude Bristol)

How To Turn FAILURE into SUCCESS

by
HAROLD SHERMAN



**A. Thomas & Co.
Preston**

First printing, February 1916

© A. Thomas & Co. 1916

*This book has been printed in Great Britain
by litho-offset at Taylor Garnett Evans & Co.
Ltd., Watford, Herts, and bound by them*

This Book Is Dedicated to
H. C. and MARY MATTERN
whose motto is

"DOING THE IMPOSSIBLE BECAUSE WE KNOW HOW!"

*The most remarkable couple I have even known
who, in years of coast-to-coast travel,
have devoted their lives whole-heartedly and unselfishly
in helping others by showing them how to help themselves.
They believe implicitly in the principles outlined in this book
and are putting them into constant practice.
The Matterns say: "Certainly it can be done!"
Then they go out — and DO it!*

Codes for Right Living

Contained in This Book

1. The Code of THE DOER	11
2. The Code of SINCERITY	21
3. The Code of CONFIDENCE	38
4. The Code of FINANCIAL SUCCESS	53
5. The Code of GREATNESS	64
6. The Code of FAITH	78
7. The Code of GOOD HUMOR	93
8. The Code of HEALTH	108
9. The Code of INNER POWER	124
10. The Code of PERSISTENCE	138
11. The Code of USEFULNESS	148
12. The Code of INTUITION	164
13. The Code of SUCCESS	180
14. The Code of RIGHT	195
15. The Code of UNDERSTANDING	214

Contents

*EVERY TIME YOU FAIL
YOU HAVE A GOLDEN OPPORTUNITY
FOR ACHIEVING SUCCESS*

1	<i>HOW TO BE A DOER IN EVERYTHING LIFE OFFERS YOU</i>	1
2	<i>HOW TO EXTRACT THE GOOD FROM ALL YOUR FAILURES</i>	12
3	<i>GET RID OF INFERIORITY FEELINGS AND GAIN CONFIDENCE</i>	22
4	<i>HOW MONEY PROBLEMS CAN BECOME FINANCIAL SUCCESS</i>	39
5	<i>THE MICHELANGELO STORY: WHAT IT MEANS TO YOU</i>	54
6	<i>THE "I CAN" PHILOSOPHY</i>	65
7	<i>THE GREAT HEALER OF A THOUSAND MISFORTUNES</i>	79
8	<i>HOW YOUR MIND CAN BE YOUR BEST MEDICINE</i>	94
9	<i>THE CREATIVE POWER WITHIN YOU</i>	109
10	<i>A PLAN FOR PERSONAL VICTORY</i>	125
11	<i>IF YOU'RE BORED STIFF – TRY THIS</i>	139
12	<i>LISTEN TO YOUR INTUITION</i>	149
13	<i>BRIGHT FUTURES HAVE BEEN BUILT OUT OF PAST FAILURES</i>	165
14	<i>YOUR "SINS" – CAN THEY MAKE YOUR LIFE RICHER?</i>	181
15	<i>GOD, YOU AND YOUR NEIGHBOR</i>	196
16	<i>FACE YOUR FUTURE VICTORIOUSLY!</i>	215
	<i>A FOLIO OF BASIC TECHNIQUES</i>	223

Introduction

PROBABLY THERE is no man of the first half of the twentieth century with a greater reputation for success than Bernard M. Baruch. He achieved a financial success as a comparatively young man. Since then he has been repeatedly successful in public affairs. Is it possible that such a man also tasted failure?

Baruch says he was only thirty-one when he made his first million dollars. After that he made more millions. During World War I, a man in mature middle age, he was financially independent, and devoted his services to the United States government as head of the War Industries Board. During this period of Baruch's life, President Woodrow Wilson valued him as an advisor. Twenty years later, in vastly different circumstances, President Franklin Roosevelt attached great importance to his wisdom and judgment. But was he ever wrong?

Baruch was one of the very few men of wealth and financial responsibility who considered stock prices too high just before the market crash in 1919. He backed his own opinions against

those of other financial leaders and, as a result, fared better than most financiers during the great depression. It would seem that he deserved a reputation for infallibility. But listen to his own words:

"Only after I had been wiped out repeatedly did I learn the lesson. . . ." *

In describing his early trial flights in the stock market, Baruch says "Of course, I made money sometimes, but as soon as I got a few hundred dollars ahead, I would be cleaned out of everything, my original stake included."

For many men this might have been the end of the story, if not the first time, then the second, or third, or tenth. For there were times when he was intelligent enough to become discouraged, like anyone else who plays a losing game. He did not allow his discouragement to stop him, because, he says, "I developed a habit I was never to forsake — of analysing my losses to determine where I had made my mistakes."

And that is the secret of his success. He learned to profit from his mistakes.

No miracle explains his success. On the contrary, "This was a practice I was to develop ever more systematically as my operations grew in size. After each major undertaking — and particularly when things had turned sour — I would shake loose from Wall Street and go off to some quiet place where I could review what I had done and determine wherein I had gone wrong."

It would be hard to find a better example of the educational value of mistakes and failures than the life of Bernard Baruch. He is noted for generous philanthropy, loyal friendship, wisdom in counsel, and above all for success in his ventures. Heed, then, when he says, "Periodic self-examination of this sort is something all of us need, in both private and governmental affairs. . . . Also, human nature generates its own inertia, which tends to keep us moving in whatever direction we have started. It is always wise for individuals and governments to stop and ask whether we should rush on blindly as in the past. Have new conditions arisen, requiring a change of direction or pace? Have

INTRODUCTION

we lost sight of the essential problem and are we simply wasting our energies on diversions or distractions? What have we learned that may help us to avoid repeating the same old errors?"

There were times in Baruch's life when he had every reason to believe he was right, and it turned out that he was wrong. At one time, he had knowledge of a forthcoming corporate merger. It was generally accepted in financial circles that such mergers were accompanied by a rise in the price of the stock. Furthermore, he had an inside tip from a source close to a top rank financier that this was a good stock to buy. He committed himself heavily, and he was cleaned out.

It was experiences like this that led him to say, "At such times I never sought to excuse myself, but was concerned solely with guarding against a repetition of the same error."

No one likes to admit a mistake. No one likes to face defeat. The man who calls himself a failure is to be pitied. There is no life without mistakes, defeats, and failures. The one secret and the whole secret is to learn to profit from mistakes and failures. To one who has learned this lesson will come not only success, but many successes.

Every Time You Fail You Have a Golden Opportunity for Achieving Success

◆ ALMOST EVERYONE FAILS AT ONE TIME OR ANOTHER

IF ANYONE could live for even a year without making a mistake, he should be condemned for not half trying. Everyone who ever lived has made mistakes and known the bitter taste of failure more than once.

But to say that it is a common experience is not the same

as saying that failure is good or desirable. It happens. What's done cannot be undone. If failure has any purpose at all it is only to help us learn from mistakes and grow to greater wisdom, greater confidence, greater achievement.

Fiorello LaGuardia was the mayor of New York City in the late 1910's. A lively personality, and by the nature of his job deeply concerned with many complex controversial issues, he was always good copy for the newspapers. If he slipped up on something, he had little hope it would pass unnoticed.

On one occasion events and popular sentiment turned against him on a public issue. He defended his cause vigorously, but the time came when he had to admit that he was wrong.

A man in political office is especially vulnerable to criticism. It was important for LaGuardia to turn this situation to his advantage somehow. Yet he couldn't deny his mistake nor plead excuses nor put the blame on other people.

What he did was to allow himself to be quoted by the newspapers as confessing "When I make a mistake, it's a beaut."

And by this humorous admission of human failing he turned the situation completely to his advantage. People loved him for his courage and honesty. No one condemned him for incompetence, or misuse of his office, or waste of public funds. Even his enemies smiled.

You could say this for him. He didn't make the same "beaut" twice.

A GOLDEN OPPORTUNITY

◆ THE AMAZING THING IS THAT THERE AREN'T MORE FAILURES

Did you ever stop to think about the number of people there are in the world, and the complicated relationships that exist among them — from the heads of nations to the next-door neighbors? Did you ever realize the number of times each day that failure might have resulted from these relationships — but didn't?

Sometimes the newspapers may make you think that the whole world itself is one glorious, gigantic failure. But you really know better than that.

You know that millions upon millions of people live orderly lives, marked by steady progress toward successful relationships. With all the chances there are for people to make failures of their lives, it really is a wonder that many, many more people don't make a mess of things.

◆ DO SUCCESSFUL PEOPLE KNOW SOME SPECIAL SECRET OF LIVING?

That millions of people live orderly, successful lives doesn't mean that they possess special ability or special advantages.

It simply means that they have learned how to avoid most failures or they have learned how to turn failure, whenever and wherever it happens, into success!

They have learned a great truth for living happy lives, full of achievement and joy.

They have learned that where failure has occurred, it can be turned into a golden opportunity for marching on to *even greater success than if the failure had never happened.*

**◆ YOU CAN PUT THE SAME GREAT TRUTH
TO WORK FOR YOU**

Read these words carefully:

What others have learned about avoiding failure, or turning it into success when it does happen, can be learned by YOU. The techniques that others have used for drawing the good out of every bad happening, can be used by YOU.

It will actually be a thrilling moment for you when you realize that **FAILURE IS
THE SEED OF SUCCESS.**

**◆ HOW HAVE YOU HANDLED
THE FAILURES IN YOUR LIFE?**

Maybe you have never had any failures in your life — even the smallest kind of failure. If your life has been a chain of one joyous success after another, and you feel that your future, too, is safe from disaster, then this book is not for you. You were either born with, or have learned on your own, everything this book can tell you.

These pages, frankly, are for those people who admit that failures — the big ones and the little ones — have stopped them from living. This book is for the people who want to know why even the *little* failures wield such power over their lives, and want to know what they can do about it.

A GOLDEN OPPORTUNITY

◆ HERE'S WHY FAILURES MAKE YOU STUMBLE ON THE ROAD OF LIFE

If my experience has shown me one thing more important than all the others, it is this: your failures have such a devastating effect on your life because you have become self-consciously aware of them. You have allowed them to dominate your consciousness.

You are carrying a *picture* of those failures in your mind. They have become your pattern of thought.

◆ YOUR PAST FAILURES HIT YOU FROM AMBUSH

Every time you try to picture yourself doing something worthwhile, your past failures jump out and *personalize* themselves.

They talk back to you, upsetting your mind, upsetting your plans. They talk silently, but you hear them in your mind.

They say: "You tried that once and you didn't do so well . . . you know you always fail when you tackle something new . . . if you fail you'll be worse off than you are now . . ."

Voices of defeat! Whispering into your subconscious mind that the future will be no better than the past. Whispering a *lie* that you can not *learn* to do better!

I wish I had a voice of thunder; *I* would not whisper, but would shout to all the world that the future *can* be better than the past; that you, and I, and everyone, can learn to turn failure into success!

◆ **THIS BOOK ENABLES YOU TO BUILD UP
SUCCESSFUL THOUGHT PATTERNS**

In the activities of your daily life, you follow the patterns established in your consciousness. If your pattern is expectation of failure, you will keep on reproducing it in one form or another.

The only way to overcome a *failure pattern*, is to build up an opposite *success pattern*.

The effort to do this should be a daily occurrence. It is through repetition that you build up a thought pattern.

One of the techniques this book supplies for the building of correct thought patterns are the CODES you will find at the end of each chapter.

◆ **WHAT THE CODES IN THIS BOOK
WILL DO FOR YOU**

One of the best ways for anyone to really understand and absorb a truth is to have it written down in short, simple, and clear form.

(Some of the greatest minds in the world have said that when they want to make sure they understand the real essence of something, they reduce it to the shortest and simplest words.)

The CODES you will find printed at the end of each chapter do all this for you.

These CODES are crystal-clear statements of positive mental attitudes. They provide specific, power-packed declarations for you to make a part of your consciousness.

A GOLDEN OPPORTUNITY

◆ EACH CHAPTER DISCUSSES A DIFFERENT ASPECT OF THE PROBLEM OF SUCCESS AND FAILURE

Every area of your life has its possibilities for success or failure. To discuss and solve every problem is, of course, impossible in a book.

But discussion of every possible human problem is not really necessary. So many problems, so many failures, have the same basis and the same solution, that if we only touch on the more important ones, the answers to the problems not fully discussed will be obvious.

In this book I have investigated the three major areas of human life: the personal, the social, and the business.

Each chapter takes up some aspect of one of these three areas.

◆ CHAPTER ONE SHOWS THE MAGNIFICENT POWER OF BEING A DOER

To prepare your mind for what it will meet in the following pages, let me give you an idea of what six or seven of the chapters discuss.

Leading off is possibly the most important concept of all: *How to Be a Doer In Everything Life Offers You*. Here you will discover the SUPREME IMPORTANCE of meeting every situation, every problem, every impending failure, with the right kind of ACTION. Not only that, you will see *why* you must cultivate the habit of being a *doer*, a person who goes out to meet the world, instead of waiting for the world to knock at his door.

The techniques discussed in this chapter will give you a

good head start toward becoming the type of person who forges steadily ahead, *doing* things.

◆ **MONEY PROBLEMS? MAYBE YOU'RE ON
YOUR WAY TO RICHES!**

Very few people can hope to avoid money problems in the course of a life-time of effort.

The most sensible way to handle the question of financial difficulties is not just to try avoiding money problems, but to learn how to turn them into financial successes.

(It's a fact that some of the greatest fortunes in the world, and some of the richest people, started in what seemed like total failure!)

Chapter Four takes up the subject of money.

◆ **HAD A GOOD LAUGH LATELY? IT CAN
DO WONDERS FOR YOU**

Have you ever been in a crowd where spirits seemed to be drooping? Eyes dull, mouths turned down at the corners; a general air of waiting, perhaps of tension.

Then, from some corner, comes a ringing peal of hearty laughter. Merry and light, the laughter tumbles around the room, dissolving tension, lighting up the dull eyes, and etching smiles on the blank faces.

Perhaps you have seen such a thing happen. If you have, you possess some idea of *the healing power of laughter*.

If you haven't had a good laugh in a long time, something is wrong. Perhaps you should turn to Chapter Seven and get

A GOLDEN OPPORTUNITY

the full story of *Laughter — The Great Healer of A Thousand Misfortunes*.

◆ IS THIS THE MOST IMPORTANT CHAPTER IN THE BOOK?

What might easily be regarded as the most important chapter in the whole book is the one that discusses Creative Power (Chapter Nine).

Briefly, these are the points it covers:

1. All the experience that has come to you in life exists in your subconscious.

2. This experience is *intended* for use in your subconscious — *not* your conscious mind.

3. To use it, you picture your objective, clearly and confidently, with your conscious mind.

4. You summon up the Creative Power within.

5. The Creative Power extracts the *essence* of all past experience and makes it available to you for use in the present.

You will want to read this chapter very carefully. This chapter alone, whether you read the others or not, can have a profound effect on your day-to-day life.

◆ BOREDOM IS AN ENEMY OF YOUR HAPPINESS

One of the deadliest dangers to anybody's happiness and success is boredom. Plain, old-fashioned boredom.

Why is it so deadly? Because it cuts you off from life.

It even cuts you off from the desire for life, for happiness, for success.

Chapter Eleven makes a very important point that you may have already half-suspected about boredom: *The bored person is hiding from something!*

How to go about finding out what that thing is, and what to do about it — whatever it is — are two of the topics the chapter covers.

◆ **WHAT IS INTUITION — AND SHOULD YOU
PAY ANY ATTENTION TO IT?**

“Hunches” are familiar things in everyone’s life, but how many people realize that hunches, or intuition, can be used as a positive help in attaining happiness or turning failure into success?

It is not surprising that the intuitive faculty is being neglected today. In a materialistic world, the higher, more intangible powers of the mind are often forgotten or discarded.

In Chapter Twelve you will find that *Intuition* can be one of your handiest tools in constructing a good and successful life. And you learn just how to use that tool.

◆ **HOW DO YOU FEEL WHEN YOU THINK ABOUT
TOMORROW — AND THE DAY AFTER?**

There is nothing quite so devastating in life as facing every day with a feeling of apprehension; nothing quite so *suffocating* as a fear of the future.

A GOLDEN OPPORTUNITY

How can success, in anything, flourish in such an atmosphere?

Unless you can look to the future with zest, welcome, and happy anticipation, you are *handicapped* in the search for success.

The last chapter, *Face Your Future Victoriously*, helps you to find faith in your future, gives you reasons why you *should* have faith.

And it tells you *how* to get faith in the future, if you have tried before and failed.

◆ EVERYONE SHOULD HAVE A DESIGN FOR LIVING

No builder can erect a house without a blueprint. He must have definite specifications to guide his operations or his building will become a monstrosity.

You cannot live a successful life without a program, a plan, a design. And part of that plan must be a knowledge of how to turn failure into success.

◆ WHAT HAS MICHELANGELO GOT TO DO WITH YOU? PLENTY!

It was the beloved old poet Longfellow who put into words a thought that has been in the minds of men for ages:

Lives of great men all remind us
We can make our lives sublime,
And, departing, leave behind us
Footprints on the sands of time.

Most of us, of course, are not interested in being great,

or as Longfellow puts it, leaving a record of our footprints in the realm of time.

But we are very much interested in living lives as "sublime" as possible, that is, as successful, happy, and worthwhile as we can make them.

And, to that extent, Longfellow's words are true for us; we *can* learn a great many lessons in living from the lives of the great. Michelangelo is only one of the great personalities discussed in this book.

◆ **YOU CAN LEARN FROM ANYONE WHO HAS EVER
BEEN ABLE TO TURN FAILURE INTO SUCCESS**

It's a fact, beyond dispute, that most of the great men and women of the world have had to overcome seeming failure—in many cases more than once—before they achieved their success.

This book discusses these people to find out *how* they did it; what qualities, what inner resources they called on.

But there are also stories here of people who have never gotten their names into the headlines, who have been content to live quiet, successful, *victorious* lives.

But even *these* people have had their moments of failure to overcome. *The amazing thing is that the very same qualities and techniques used by the great of the world, have been used, on a smaller scale, by these inconspicuous, more ordinary people!*

◆ **FIRST YOU LEARN — THEN YOU DO**

It is impossible to learn from the experiences of others *by simply reflecting upon them*. You must put to work the

A GOLDEN OPPORTUNITY

principles you distill from that reflection. First you study and learn — and then you put to work what you have learned.

The following pages will make it possible for you to do both. This book supplies you with the principles to be studied, and the techniques for putting them into action.

I urge you to read this book slowly. I urge you to read it thoughtfully.

I *insist* that you read it *hopefully*.

The principles it sets forth are true. They are workable; they can be applied in your own life.

Apply them conscientiously and very soon a thrilling moment will burst upon your understanding; an electric instant, when you first fully realize that

NO FAILURE IS EVER FINAL.

IT IS ONLY THE PRELUDE TO SUCCESS.

CHAPTER 1

How to Be a Doer in Everything Life Offers You

TWO HUNDRED MEN, their sons sitting beside them, stared at me in silence. They were waiting for me to speak.

I started off well enough -- and then it happened; my first shocking, miserable failure.

Since that day, almost forty years ago, I have earned a good part of my living as a lecturer. But that first failure I will never forget. Whatever measure of success I enjoy as a speaker today, I say quite frankly, is a direct result of the agonizing moments I experienced that day.

Let me tell you the story.

I had just returned from service in World War I, and had been invited to attend a father-and-son banquet. The Committee had asked me to prepare and deliver a toast to all the fathers present, on behalf of all the sons. It seemed like a pleasant and simple assignment.

I was confident that I could compose a fairly good toast. To insure a successful presentation, I memorized what I had written and practiced it over and over before a mirror, in the privacy of my home, until I had it letter-perfect.

Came the night of the big occasion. I sat beside my own father, attired in my service uniform. It was a proud moment for me as I stood up to make my short speech — the opportunity to pay tribute to my own Dad as well as all other dads in attendance. There was never a time in my life when it meant more to me to give an excellent account of myself.

The toast had been written from the heart, inspired by the great love and respect I felt for my own father. Words came forth, as memorized, sincerely and feelingly expressed.

My eyes chanced to fall upon the face of a former classmate of high school days, a prankster who had been my nemesis in times past. This fellow, seated at a table two rows ahead of me, made an impish face and stuck out his tongue. That *did* it!

All memory of what remained of the well-written toast vanished from mind. In its place was a void, a vast area of nothingness and the sudden, paralyzing, self-conscious awareness that I was surrounded by a sea of faces and that I was standing there, panic-stricken and speechless.

The more desperately I tried to think of the next memorized line of my toast, the greater the chasm between my conscious and subconscious minds. An infinity of time seemed to pass and then, confused and humiliated, I stepped away from the table and sat down, sinking my head in my hands.

I vaguely heard the master of ceremonies covering up for me by saying that this was, perhaps, the finest tribute of all, a son was so moved in his *feeling* of regard for his father that he could not go on. But I knew, in my heart, that I had failed miserably, and I felt in that anguished moment that I could never live down such a failure.

On the way home, my understanding father never once mentioned the unhappy incident, nor did he ever refer to it. But there began to well up in my consciousness a fervent and

driving resolution to expose myself to every public speaking opportunity, and to compel myself to get up before people and express my thoughts on my feet.

I knew that I would always be unable to face the public unless I made myself do it—that I, and I alone, had to do something to free me of the terrible stage-fright which had now seized me. Just the thought of getting up before an audience caused me to break out in nervous perspiration. I saw, in my mind's eye, this fellow making fun of me. I felt that his attitude only reflected the attitude of everyone else. No matter what I might say people would be laughing at me.

This experience had affected me so deeply, it took a number of years for me to rise above it. I didn't dare depend upon my memory or to speak ad lib. The thought that I might forget again and find myself on my feet, my mind a blank, with everyone looking at me, was absolutely petrifying.

To make certain that this never happened, I wrote out everything I had to say, and read it. Even then, getting up before an audience took all the courage I had. My hands trembled, my knees shook, and I found myself short of breath, with a rapid beating of the heart.

There were times when I thought it just wasn't any use continuing the fight. Then I would think of my wonderful dad and how I had failed in his presence, and how much it would mean to him for me to be able to go back to my home town some day, and make a creditable speech. Somehow, the desire to conquer my feelings of self-consciousness was stronger than the inclination to give in to my feelings of fear, and I kept on trying, whenever the opportunity afforded.

Finally, in the town of Marion, Indiana, where I was employed as a newspaper reporter, a new Lions Club was organized. I was made the secretary. I welcomed this assignment because I knew it would give me a chance to get up before the club members each noon luncheon and read the minutes of the last meeting.

I wouldn't have to make a speech but I would be compelled

to stand up in front of people who had a friendly feeling for me. It was my hope, after I had done this for some months, that I would be able to talk from notes, instead of reading. Eventually I hoped, I would be able to get up and say what needed to be said, in my own words, without any prompting whatever.

On the Charter Night, when officers of the club were installed, Dave Blumenthal, prominent business man, who had just been made President, thanked his fellow Lions for the honor bestowed upon him, then declared he had never made a speech in his life and didn't intend to start now. He turned unexpectedly to me, the club secretary, and, handing me the gavel, said: "Here, Sherman, from now on, you're running the meetings! Take over!"

Had I been given time to contemplate, I would have been close to a nervous wreck, but, suddenly confronted with this assignment, I was somewhat in the position of a man who is pushed off a dock into ice cold water. After the first shock, he finds it isn't too bad. He can stand it for awhile, if he really has to do it.

The members of the Lions club made allowances for my rather halting and somewhat clumsy performance as master of ceremonies. Quite a few told me afterward that they were glad they hadn't been placed in my spot. Because I had been a comparative newcomer to Marion, none knew of the complex I had been trying to overcome. Nor did they realize, in the weeks that followed, the private hours I spent in rehearsal, as I laid out each program, sweated over what I was going to say and how I was to say it. Gradually, through these repeated experiences, I gained greater self-confidence and assurance — realizing that the best way to learn to do something is to start **DOING** it!

◆ ARE YOU A DOER?

When you have failed at something, often the hardest thing on earth, is to go back at it again — and keep at it, until you convert your failure into success.

Today, in addition to my profession of writing, I have made my living at lecturing. This is a far cry from the young man who "forgot everything he ever knew," on his feet before a father-and-son gathering in the long-ago.

Had I not responded to the urge to "do something" about this embarrassing flop, I would have been just as inadequate a public speaker now.

This is why many well known men and women in every community are unable to express themselves as they should, when called upon. They have permitted some experience in their earlier years, wherein they developed a fear of "speaking on their feet," to become a life-time handicap.

How many unnecessary handicaps have you accumulated through the years? It's not too late to go to work on them yet, if you will only decide to start DOING something about them!

But — the big question is — are you a DOER? Have you formed the habit of taking inventory of yourself when things have gone wrong, discovering what the causes and conditions are that you have to face, and then getting busy to correct and overcome them?

Or — have you been inclined, when you have run into trouble, to sit back and wait for others to do things for you?

◆ TELL-TALE PHRASES THAT SHOW A NON-DOER

Fears, feeling of inadequacy and inferiority, complaints of inability, in fact, the whole "failure complex" of the "non-doer" can often be detected in the way you express yourself.

Below is a list of phrases I have heard used most frequently by those who have been crushed by failure. In front of each phrase is a little box. If any of the phrases sound familiar to you — *whether you have spoken them or only thought them* — put a check mark in the box.

Be completely honest with yourself in doing this. You gain nothing by denying silently that any of the phrases apply to

you, if you know in your heart that the same, or similar, thoughts disturb your daily life.

The checked box will be an outward sign of your inward trouble. By the simple admission, and by making your trouble *specific*, you can start to weave success out of failure.

☐ "There's no use trying — nothing ever turns out right for me."

☐ "I can't succeed at anything. I seem to be predestined for failure."

☐ "Me trust others? I should say not! Every time I have — they've taken advantage of me."

☐ "Regain my health? After what I've been through, I don't think there's any hope."

☐ "I can't help it — no matter how careful I've been — my life has been filled with accidents."

☐ "Tragedies seem to follow me around. I can't understand it. I've lived as good a life as anyone I know — and yet God always seems to be punishing me."

☐ "The meaning went out of my life when my loved one died!"

☐ "Guess I wasn't intended to have money. I've saved it — only to lose it,"

☐ Friends never stick with me — so why should I try to make new friends?"

☐ "No one understands me. That's why I'm always getting in trouble."

☐ "I'm self-conscious. I can't face people. There's nothing I can do about it."

☐ "I'm a *leaner* and I admit it. I was brought up to depend upon mother or dad — and I can't get away from it."

☐ "I was all right until I lost an arm . . . or a leg . . . or my eyesight . . . my hearing (or developed other physical handicaps) . . . but now I'm just not good for anything."

☐ "If I'd been born without these physical (or mental) defects, I could have gotten somewhere."

◆ ALIBIS HAVE NEVER SOLVED PROBLEMS

It's mighty soothing to the ego to be able to alibi our failures. I've done it, you've done it, and it has seemed to help, temporarily. But the alibis have proved costly in the long run because they have kept us from facing the truth about ourselves. They have kept us from going to work and correcting our mistakes, eliminating our weaknesses, developing our talents, improving our character.)

How have you reacted to past failures? Did you rebel, blame others and circumstances beyond your control, avoid facing certain unhappy situations, nurse grudges and resentments, continue to live in fear that something worse might happen, that you couldn't ever overcome different obstacles, that you were destined to fail, to have bad luck?

Is this the way you reacted? If it is you have permitted these wrong happenings to affect your life destructively, not only at the time of their happening, but you have given them the power to upset you emotionally and mentally — and to attract other bad happenings — up to this present moment! What you have not overcome in your past — remains to PLAGUE you in your present!

NOW STOP READING. Did you completely absorb the thought in that last paragraph? I have set it in italics to show you its importance. If you learn nothing else in this book, *that* thought alone, fully understood and fully appreciated, can give you the means of overcoming failure, *every time!*

Don't read any further until you are satisfied that you have drained every bit of meaning out of those words. Take your time, put the book down, mull it over. Then, when you are ready, read on.

If an unhappy experience you have had has aroused your fear of it, this fear will persist. Unless you do something to overcome it, each time you think of the experience, your feeling of fear will be awakened and you will picture the possibility of having to face a similar experience in your future.

Then, since what you picture becomes *magnetized* in consciousness — you start to *attract* the very conditions you don't want, until you bring them about once more.

◆ YOU MAKE YOUR OWN FUTURE

If you have developed the bad habit of sitting around, doing next to nothing, putting forth no more effort than is actually required on the job, indulging in wishful thinking, hoping that something better will happen to you but expending no persistent or intelligent effort to help attract better conditions to you — you can expect little improvement in your future.

No unhappy condition or problem ever solves itself. Something has to be done about it . . . and *you* are the one who has to do it!

Case History Dynamic 1

How Home-Owner Jack Jason Got Off and On the Right Track!

A cyclone ripped through an Arkansas town. It swept away the home of Jack Jason but left untouched the home of his friend, Theron Curtis, next door. The effect on Jason was catastrophic. He had always been a good church member, had always tried to do the right thing, so God, in his opinion, had had no right to let his home be destroyed. On the other hand, his neighbor, Curtis, seldom went to church, and yet his place was spared.

No justice in the universe! He would be hanged if he would ever put forth an effort to get anywhere again. No use sweating and sacrificing to build a home when Nature could play such pranks on you . . . and when God didn't care whether you attended church or not.

Friends who came to offer help were rejected. "Naw, I'm through with this part of the country," said Jason, "and I'm through with having a home. Nobody's going to hurt me any more. I don't want to own anything. Let somebody else take the loss. My wife and I are going to rent somewhere and if the house burns down or blows away, that's their worry, their headache, not mine."

Jason sold his property to his friend next door, and moved away. Theron Curtis promptly built a new house where Jason's house had been, testimony to his faith that the big wind would not pick the same devastating path again.

Jason, however, filled with fear and apprehension, afraid to face adversity, was soon in a bad car crash. He was asked if he was going to give up his car, too.

This brought Jason to his senses. He suddenly came to realize that a man couldn't go through life trying to avoid calamities. He could even get hurt walking down the street or sitting in a bathtub. The only sensible course of action, when unfortunate things occurred, was to start immediately doing whatever was necessary to correct and improve the situation.

Jason went to Curtis and told him he wanted to buy his property back, including the new house, if Curtis would let him pay for it on time. Curtis smiled as he worked out a deal with Jason.

"I had a hunch you'd get wise to yourself," he said. "I knew this new home would be a good investment, and I'm glad, as it turned out, that I really built it for *you*. But you can't ever tell, in this life, it might be *my* home that would be hit next time. You see, I don't believe that God plays any favorites. He only helps us when we do all we can to help ourselves — and when we don't, we always make a bad happening worse."

Jason's switch from a do-nothing to a do-something attitude, had put him back on Happiness Row. Had he not broken his defeatist attitude, he would have become a permanent member of the Society of Non-Doers.

Thought Stabilizer: *"There is only one thing to do when confronted by tragedy of any kind, caused by circumstances beyond human control — and that's to start rebuilding and remaking one's life as best one can. This, in any unforeseen adversity, I resolve to do!"*

THE CODE OF THE DOER

From this moment on, I resolve to be a doer.

I will:

- 1. Maintain a positive, optimistic attitude of mind in the face of all seeming negative conditions.**
 - 2. Try to correct all mistakes quickly—as soon as possible.**
 - 3. Remember that desire attracts opportunities, and that fear attracts only failure.**
 - 4. Remember that I can only learn to do by doing.**
 - 5. Refuse to permit any setbacks to upset me as they have in the past.**
-

CHAPTER 2

How to Extract the Good from All Your Failures

◆ ANALYZE YOUR FAILURES

AT PRESENT, you may not be able to see much value in your failures. The temptation may have been to put the memory of them as far out of reach as possible. They are experiences you want to forget, in the hope that you may never have to face them again.

Unhappily, like a weed that has been cut off at ground level, the roots of the failures are still there, and will grow up again to plague you.

Your failures still exist as weeds in your consciousness. You may try to disregard them, to take no notice of their existence, to make elaborate detours around them, but they are there, just the same, in the form of fears and doubts and apprehensions and inferior feelings.

Every time you try to succeed in the same field, your past failures will rise up to obstruct your vision, to kill your faith in yourself and your ability to reach your goal.

In time, these past failures will so upset you emotionally and mentally that they will seriously impair your confidence and your judgment.

Why do your past failures still have an influence over you? Why can't you escape this influence?

Because your mind is like the good earth. What you plant in the "soil of your consciousness" will take root there and eventually produce thoughts and deeds after its kind. This is a law of nature — like produces like!

One failure will produce another failure and this failure will lead to more failures — UNLESS the multiplying chain of failures is checked by eradication!

The Bible says: "To him who hath shall be given; and to him who hath not, shall be taken away even that which he hath."

I used to think this statement grossly unjust and unfair. Then the wisdom of it finally hit me with terrific impact.

"To him who hath" implies that such a person has had to put forth an effort to attain. This attainment gave to him a foundation upon which to build. He was therefore in a position to attract more good things and to receive more.

But "to him who hath not" implies a person who has attained nothing, so he has no foundation, no base upon which to build, and may, therefore, even lose what little he does have.

Life experience soon teaches that you have to work to get anywhere. Nothing worthwhile comes to you through wishful thinking.

When you fail in some endeavor, whether in your business or personal life, you do not surmount this failure by sitting down or running away.

The failure may be "behind" you — but it is, at the same time, casting its ominous shadows "before" you. It is impossible to free yourself from its hold on your consciousness, any more

than it is possible to keep a weed from growing when its seed mixes with the good seeds in your flower garden.

You may start a new project with the resolution to succeed; your thinking may be, for the most part, positive. But, as obstacles and setbacks arise which so often happens in any normal life activity, your past failures will crop up in mind. They will take their negative place alongside your positive plans, and, like the weeds in your flower garden, will commence siphoning off the nourishment and vitality in the good ideas you are developing.

You know this is true because you have experienced just such interference in your past. Any failure you have had, which you have not faced and analyzed as a protection, a safe-guard, against this failure occurring again — is a continuing invitation to a greater failure in your future!

◆ THE INGREDIENTS OF SUCCESS ARE CONTAINED IN YOUR FAILURES!

If you feel you have failed in something, you have no reason to permit despair and depression to overwhelm you. Inherent in every failure are the ingredients of success!

The mistakes you have made, the things you have done wrong, your lack of experience and judgment and application have undoubtedly contributed to what you have finally had to recognize as a failure.

But now, looking back, if you will honestly try to see yourself as others may have seen you, and to evaluate your past efforts objectively, you can put your finger on the specific things which have kept you from making a success of whatever you have undertaken.

It may hurt to face up to these things, but life will hurt you much more in the future if you keep on putting off this necessary inventory. To turn failure into success you must first

learn how to meet failure and to extract the constructive lessons each failure has to teach you.

You have a "gold mine" stored away in your consciousness in the form of past experiences, however unhappy many of them may have been.

There are only two ways you can profit in life: from your own experiences, and from the experiences of others. In this book, it is my aim to help you open up your mind to your unlimited inner powers and possibilities — and also to enable you to read between the lines in the recounted real life experiences of others — so that you can take inspiration as well as guidance from them as you apply what they learned and accomplished, under adverse conditions and circumstances, to your own life.

This is the way to turn failure into success. It should be heartening to you to realize that the same path you are travelling has been traversed by all others who have achieved. No one has had it easy. It only seems easy because we see just the surface of the other person's achievement and have not actually been in his shoes.

Perhaps you may feel that it is now too late to do what you have wanted to do. But you will find, if you will throw out all feelings of defeatism, that your past experience has qualified you for many activities which can still bring you much pleasure and profit.

At the age of forty, Alice Lloyd's world seemed to be crumbling around her. She was in ill health and her unhappy marriage had finally ended in divorce.

Hoping to salvage something of her life, she moved, with her mother, to the hills of Kentucky. She found the people there were far behind the times, without schooling, without any of the modern conveniences (the cabins didn't even have windows), possessing little or no knowledge of the outside world.

Education she found was the crying need and, since she was a former teacher, she began to teach some of the youngsters.

The news quickly spread about the countryside that there was a chance to get some "learnin' " from this New England woman. The village fathers rallied round. One of them gave a tract of land and all set to work to build Mrs. Lloyd and her mother a cabin (with windows) for their home, which also became the first school.

Then Mrs. Lloyd sat down and wrote letters to forty of her former girl friends in college telling of her plans to bring knowledge to the hill people. She asked for donations to buy books and build a school. The response she received was heart-warming.

Mrs. Lloyd did not try to compel her new neighbors to "get educated," they had to ask for learning before it was made available to them, young or old. But as the school grew and buildings were erected, Mrs. Lloyd was able to recruit some of her friends as teachers, as well as to train teachers from the local people. The demand for knowledge ran, at times, ahead of the ability to supply it.

Today, almost half a century later, at the age of eighty-six, this remarkable woman is still carrying on, the head of a well-staffed school which provides education for grade as well as high school students.

All of the money for this inspired enterprise, which has produced hundreds of fine-charactered, highly successful men and women, has been raised by Mrs. Lloyd, in appeals to her legion of friends and supporters throughout the country.

Having suffered a stroke which at one time left her completely paralyzed, her one prayer has been that the *Lord would enable her to move at least one finger so she could still type letters*, asking for aid for her school.

◆ SPIRIT MAKES THE DOER!

Alice Lloyd wasn't stopped by the fact that she was forty years of age when confronted by this great challenge and op-

portunity. She is not stopped today, at the age of eighty-six. Her spirit is still burning just as brightly, but she is now surrounded by hundreds of other men and women who have caught this same spirit, and who are expressing it in support of her wonderful project.

Do you have the spirit of a DOER? Do you have an urge, deep down inside, to better your own conditions in life, to pick yourself up after you have been knocked down, to keep on when everything seems to be against you?

If you don't have the spirit of the doer, you can cultivate it. If you were not born with it, as some few lucky people are, you can acquire it. How? You start by simply giving the *best* you've got to *everything* you do — the small things as well as the big.

◆ DO EACH JOB WELL

You know, of course, that you do not start in business as the head of a firm, nor win social or personal recognition by beginning at the top. Too many want to hop, skip and jump into positions of prominence. Though a few may arrive in this fashion through some spectacular happening, they are seldom able to retain their hold at this elevation because they have not acquired the experience in training to sustain them at that level.

The same principle applies in every walk of life. Young men and women of brilliant promise, given too much responsibility too soon, often break under the load, lose their positions or are demoted.

If you constantly over-eat, your digestive apparatus finally rebels; it can't keep on meeting the excessive demands made upon it. In the same way your mind cannot assimilate too much new experience acquired too fast.

You learn to DO — by *doing*. It will take time and patience to pursue a goal which may seem elusive or far away. But you

can be assured that your progress will be absolutely certain if *you master each step as you go.*

It is a mistake to consider anything you may be doing as trivial or unimportant. *You can't afford to do less than your best in anything you undertake, if it's nothing more than mowing the lawn or mending a sock.*

Everything you DO is important! If you let yourself fall into the habit of being careless, indifferent, and slothful in little things, you will perform the same way when it comes to big things.

Friends criticized farmer Henry Bowen for taking such pains with the building of a pig pen.

"Your hogs won't know the difference," they told him.

"Maybe not — but *I* will!" was his simple answer.

Farmer Bowen's policy of doing the best he knew how in everything he tackled, paid off. His hogs and his other exhibits at the fair always took first prize.

◆ ISN'T THIS WHAT YOU REALLY WANT?

Let's face it — what you really want is to be just the person you always have been — with built-in improvements added!

You don't want to surrender your free will and free choice. You want the right to make your own decisions even though they may lead, on occasion, to serious, even costly mistakes.

You'd rather have to contend with such physical and mental handicaps as may beset you, than be freed from their limitations and possess no freedom of expression, no mind or soul of your own.

You certainly realize that there is no growth, no progress, no change, no feeling, no self-reflective entity in a robot. It is what it is, what it always was, what it always will be, and no more.

You, with all your imperfections, possess the independent power to strive toward perfection — to better your conditions in life — to learn how to profit from your mistakes and handi-

caps — to make the best of what has happened and what may happen!

Case History Dynamic 2

How Henry Peters Overcame His Fear of Losing His Job

Henry Peters, nightwatchman for a large industrial plant in the west, was approaching the retirement age. However, he was a robust person and wanted very much to stay on the job. His old boss, Jake Partridge, assured him that as long as he held his position with the company, Henry would never be retired. But fate dealt Jake a heart-attack and he was compelled to leave the plant. A younger man, Max Klinger, was brought in to take his place.

Under this new boss, Henry began to worry. He was sure that Max wouldn't sympathize with his desire to stay in active service at full pay, indefinitely. Henry was on the alert for any chance remark Max might make which could be interpreted as indicating his feelings and intentions.

One day, Max referred to Henry as "old man" and Henry said to himself: "Here it comes! That's how he's picturing me. He's probably looking for my replacement right now!"

Actually, Max had meant nothing derogatory, but Henry wasn't convinced. He just knew that the skids were being greased and he was on the way out. At home he commenced preparing his wife for the shock of his dismissal. He tried to build up a defensive philosophy. After all, he'd worked for this company better than forty years. A fellow his age rated a real vacation, else he might never get one the rest of his life.

"The ax is coming any day now," he would say to his wife. "You'll see — I'll soon be drawing my last pay check!"

"Don't talk this way, dear!" she warned him, every time he

would bring the matter up. "You keep on this way and you'll help create what you really don't want!"

"Can't help it," Henry would growl. "It's in the cards. This new fellow's more against me all the time."

One early morning, as he finished his night shift, Henry had to pass by the office before he left for home. By the door of Max Klinger he overheard his name being mentioned. Suspiciously, he stopped and listened.

Max was talking with one of the men in the night shift who knew Henry.

"Thanks for giving me a line on Old Man Peters. I looked up his record through the years, the other day, and it's a fine one. I thought when I came on the job that he still might have a long way to go, but the way he's been acting lately, I don't know. I hate to ease him out, but I'll have to, if he doesn't snap out of it."

An oppressive, imaginary load lifted from the mind and heart of Henry Peters. He went on his way, whistling, and the next night on the job, he was his old, care-free, likeable self.

"Well, Peters," said an obviously pleased and relieved Max, "there's quite a change. How come?"

"Just realized, in time what a foolish notion I'd let get hold of me," Henry answered. "Guess it was just the fear of growing old . . . but I'm not going to sit around worrying about it any more. I'm going to forget about it — and keep on enjoying my work!"

Thought Stabilizer: *"Whenever I feel apprehensive about the possible loss of my job, I will take stock of myself to determine if some inner fears, such as fear of age or thoughts of retirement, are not the cause, rather than any persons or conditions, outside myself. Then I will put aside these fears in the faith and confidence that my job is secure so long as I continue to do my work satisfactorily."*



THE CODE OF SINCERITY

I will:

- 1. Take a personal inventory of every problem and failure. That is, I will search within myself for the conditions and causes that brought them about.**
 - 2. Picture clearly in my mind what I want to do, and then I will put forth every earnest effort to accomplish it.**
 - 3. Give small jobs the same amount of enthusiasm and effort I give to big ones.**
 - 4. Never underestimate my own ability to DO things.**
-

CHAPTER 3

Get Rid of Inferiority Feelings and Gain Confidence

WHAT DO YOU THINK the word *confidence* means? The dictionary says it's a "state of feeling sure."

I'd like to add a few words to that. It's a state of feeling sure that you *can* and *will* make the best of *whatever* happens; that no failure is complete or final, that failure can be turned into success.

P. T. Barnum, the great showman, was once awakened from a sound sleep in the middle of the night.

"Mr. Barnum," the messenger told him excitedly, "the winter quarters of the circus in Florida have been completely destroyed by fire!"

Barnum sat up, blinking his eyes.

"What are you going to do?" asked the messenger, expecting Barnum to leap from bed and start issuing orders.

"I can do nothing tonight," Mr. Barnum replied, quietly. "I'm going back to sleep."

Think of it! Millions wiped out, valuable property and effects, much of it irreplaceable, costly and rare animals destroyed — and yet, P. T. Barnum, faced with the enormity of this loss, possessed sufficient faith in himself and in the future, to be able to turn on his pillow — and go back to sleep.

That's confidence!

Within six months, because Mr. Barnum believed in the philosophy of "making the best of whatever happens," his "greatest show on earth" was greater than ever.

Perhaps you may never suffer a loss of the magnitude of P. T. Barnum. But when you lose everything you own, through one disaster or another, a bad business deal or investment, your loss is as great to you as P. T. Barnum's was to him.

Are you prepared to face whatever happens with the resolution to "make the best of it"? This attitude of mind can mean the difference between success and failure.

◆ TO BE A DOER REQUIRES CONFIDENCE IN YOURSELF

A study of the lives of men and women who have been crushed by their mistakes and handicaps has revealed that most of them have been shackled by feelings of inferiority. Try as they might, they could not rise above these feelings. Because they had sold themselves on their inadequacies, they found it impossible to cope with certain situations, to meet and compete with certain people, to solve their personal, social and business problems.

Are you wrestling with an inferiority complex? If you are at least *wrestling*, that's a good sign. Many people have given up the struggle and have resigned themselves to lives of mediocrity, convinced that they can never gain sufficient self-confidence to amount to anything.

◆ LACK OF CONFIDENCE DUE TO PHYSICAL HANDICAPS

A feeling of mental inferiority is one form that lack of confidence takes, and a feeling of physical inferiority is another.

Jane Addams, founder of Hull House, the great social settlement in Chicago, had a physical deformity with which to contend. It started her off in early life with a deep feeling of inferiority, and had it not been for a certain incident which proved to her that a physical handicap need not be a drawback in life, Miss Addams might always have been an unknown, might never have developed the great qualities that were in her.

As a girl, she suffered from a curvature of the spine which pulled her head over to one side. Her father, one of the town's leading men, was a handsome physical specimen. On Sunday mornings he walked to church in long-tailed coat and top hat, his carriage so erect, his appearance so impressive, Jane, aged nine, felt self-conscious and ashamed in his presence.

She decided that he shouldn't be embarrassed by having her with him. Accordingly, she attached herself to her uncle's family each Sunday morning and went to church with them, to free her father from the stigma of possessing an "ugly duckling" for a daughter.

One day, Mr. Addams took Jane to a neighboring city on business and left her to window-shop while he called at the office of the Mayor and other officials across the street. After an hour or so, Jane saw her father emerge in the company of these gentlemen and look for her. She hid herself behind a lamp-post, mortified at the thought that these prominent men would behold her father's deformed little daughter.

But it was too late. Mr. Addams had seen her. Waving gayly at her, he crossed the street with the three men following. Then, as he approached the trembling, self-conscious little girl, he

took off his great top-hat and bowed, while introducing her to his prominent friends. They, too, removed their hats and bowed, greeting her in the courtly fashion that might have been bestowed upon a visiting princess.

"In that moment," said Jane Addams, as she referred to this incident in later years, "I knew it wasn't my *crooked back* which counted — it was the *spirit within!*"

This spirit, once aroused in Jane Addams, released her from childish feelings of inferiority. It enabled her to get a new perspective on life, to look away from herself, to see and to understand and to sympathize with the handicaps and sufferings and privations of others.

The realization that these distinguished men had seen something in her beyond her physical deformity caused Jane Addams to decide that she would develop such character and charm and graciousness that no one would be conscious of her external appearance. She would never feel sorry for herself again. So successful was she in this that in her adult years, while she wore a brace which held her back in place, few of even her closest friends knew of this deformity.

It is how you accept what happens to you and what you do about it that counts.

◆ TO GAIN SELF-CONFIDENCE — PLAY UP YOUR GOOD POINTS — PLAY DOWN THE BAD

None of us is perfect. This is an obvious statement. We all have our faults but that does not mean we are also lacking in good qualities.

Why, then, should we permit ourselves to be discouraged by weakness? Strong feelings of inferiority and lack of self-confidence hinder us so that the fine abilities we *do* possess cannot be realized.

Young people, especially, often feel backward when out in

company, afraid to take part in conversation, or to tell others what they think about various subjects.

One way to lick this self-consciousness in the company of others is to adopt a definite plan. Concentrate upon one subject and, to make it easy, choose the subject you know the most about. This subject can be anything: juvenile delinquency, traffic problems, child care, gardening, cooking, sports, travel, education, current books, pictures and plays, water dowsing, flying saucers, scientific advances, what's on television, aviation — you take it up from there. Choose whatever subject interest you most and which you can talk about naturally and convincingly! Study up on it, give thought to it, make yourself an authority!

The advantage of this plan is that when you have developed a real interest, you can talk with ease, confidence, even enthusiasm, and others will listen to you and be impressed by what you say. They may not share your same interest in the subject but they will respect you for your interest and knowledge.

Recently, I was present at a social gathering of highly intelligent and experienced men and women. They were held spellbound by a man who told them of his investigation of the mystery of flying saucers. This man was no college graduate, he was not well-to-do, his name was not in the social register — but he was an acknowledged authority on this one subject — and everyone sat, literally at his feet, fascinated by his stories.

Get this man off onto other subjects and he was comparatively dumb, but he had the good sense to remain quiet sometimes and let others carry the ball. Then, when the conversation would drift back to flying saucers, he would pick the ball up again, and he was, once more, the center of attention.

There is nothing that can give you more inner assurance in the presence of others than your ability to converse intelligently upon one or more subjects. Once you have developed the

capacity to do this, you can begin to expand your knowledge and interest in other directions.

◆ **FLATTER OTHERS BY SHOWING A SINCERE INTEREST IN THEM**

One of the most popular women I know confessed that she overcame deep feelings of inferiority and self-consciousness by showing a sincere interest in others.

"Oh, please tell me more about that!" she would say to some friend or stranger at a social function, "I really envy you for having had such an experience. It's something I've always wished I could have done myself."

You can imagine how genuinely pleased the individual addressed is to have such an interest displayed in him or her. This always engenders a friendly feeling.

As long as you are speaking on a subject with which you are familiar, or paying attention to someone else telling about his favorite subject — you cannot be self-conscious.

◆ **STUDY THE QUALITIES IN A SELF-CONFIDENT INDIVIDUAL**

You are probably familiar with Nathaniel Hawthorne's classic story of "The Great Stone Face" — how the boy, Ernest, grew to resemble the wonderful face that had been carved by nature out of the rocky side of a mountain. As he looked up at this face, every day for years, he admired the qualities he imagined it possessed. Gradually, he began to look like the face, because he developed in himself the character it represented to him.

What do you see in others that you would like to emulate? There are great men and women in history who have had and can have a fine influence upon your life. As you study their experiences and the obstacles they had to overcome, you can

take strength and courage, new faith and confidence from them. Friends and loved ones have qualities that you admire. You can strive to develop these same qualities in yourself, and also to avoid developing undesirable qualities you observe in others.

A famous actor once told me that, as a child, he had been tormented by almost overwhelming feelings of inferiority. He had been a slow student in school and the kids had made fun of him. He became afraid of ridicule, thought he wasn't as smart as they were, and tried to hide from them so they couldn't hurt him any more.

In private, he used to pretend that he was a bold, fearless youth but he lost this self-assurance the moment he was in public. Despite this timidity, as he grew older, he decided he would like to be an actor. On the stage, he was playing characters other than himself, and he had been surprised to find that this gave him an exhilarating feeling of self-confidence.

One day, a producer, hard-pressed for a replacement in a play, cast him in the role of a positive, courageous individual.

"Do you know," said the now famous actor, "That was my first real break. Playing that part, night after night, did something to me. By pretending I had courage, I began to discover that I had more 'get-up-and-go' in my life offstage.

"I commenced facing things I had never faced before. I would ask myself how this character I was playing would meet a certain situation and then I would decide to meet it the same way. My role on the stage became the pattern, the blueprint, for my real life role. By holding it up before me as a mirror each day, I commenced to be more and more like it until, today, my own qualities of courage and self-confidence have been developed to the point that I am no longer sensitive to what others think or say of me. I can express myself without any feelings of inferiority or self-consciousness. Believe me, after what I have gone through, this is a real victory!"

◆ **WHEN YOU ACT THE PART
YOU EVENTUALLY BECOME THE PART**

You can't continually act the part of a confident individual without developing real confidence. Decide now that you will make whatever adjustment is necessary to the conditions with which you may be confronted.

If, at present, what you desire seems impossible, don't let this keep you from picturing yourself doing it. Everything you have ever attained, first had to be pictured. You first had to dream of it, and dreams only come true because people dare to dream and confidently to pursue the dream.

Start with a small goal, if your confidence, at present, is not great. But picture yourself as having arrived at this goal. Don't try to determine how you will get there. The creative power in your subconscious will help attract what you need in the form of experience and circumstances to overcome any seeming obstacles.

As you begin to succeed in achievement of small objectives, you can begin to move into bigger spheres, to aim at larger targets. Greater confidence will give you greater faith and greater power.

◆ **HAVE NO FEAR OF DOMINATING
PERSONALITIES**

A dominating type of individual is usually a person trying to conceal a deep sense of inferiority. *Don't be afraid of them, and don't be one!*

Before I discovered this, I used to be cowed or overawed by such types. If they happened to be desk-bangers, fist-into-palm-smackers, loud-voiced exclaimers, positive-asserters, and wise-crack-toppers, these physical pretensions of power were enough to silence me or cause me to retreat, even to surrender to their demands.

Then came the day when people like this were unmasked for me for all time. After that, I saw them for just what they were: largely noise and sham, sometimes pathetically, frightened men and women who were trying to frighten others into believing that they were strong, self-reliant personalities. They had little faith in their ability to maintain their positions in life unless they acted in a dominating manner.

Beneath the exterior of every individual who may appear extremely hardboiled and unfeeling, is often to be found a sensitive, over-generous nature. They really have little respect for those they can dominate, although they may take a sadistic satisfaction in such domination as long as they can get away with it.

Once you learn not to take them too seriously, to stand up to them and show them that you are not afraid of them, their attitude takes on a sudden change. Hitherto, they may have subconsciously enjoyed a feeling of superiority, now they accept you as an "equal." There usually will follow a good-natured give-and-take association. All the same old gestures and declamations — the histrionics — may remain — but the relationship is different.

During my first year in New York City I desperately needed an editorial job with a regular salary attached, to augment my meagre income as a free lance writer.

A want-ad for a position as editor of *Price's Carpet & Rug News* caught my eye. I went to apply for the job in person only to find the reception room jammed with seventy other applicants! As I waited my turn to be interviewed by Hank Price, I counted my opposition . . . all older men, probably with New York writing experience behind them! It was evident to me that some one of these men would be hired before Hank Price ever got to me!

I went out into the unfeeling stone corridor of the great Graybar building in the Grand Central Terminal area, away from the crowded reception room, and asked myself how I



was ever going to meet such competition. Back in the midwest, I had received training in newspaper work and had also served as copywriter in a small advertising agency. I had confidence that, given the opportunity, I could make good as editor of this trade publication — but how could I get the chance?

As I pondered this question, I suddenly heard the booming voice of Hank Price, talking over the phone. It was a hot summer day, before the era of air-conditioning, and he had left his private office door open into the hall, for cross-ventilation.

"Blankety-blank-blank!" Mr. Price swore over the phone. "That's a good ad . . . I wrote it myself! . . . I don't care what you think! . . . You *can't* kill it . . . No, I've got that double-page spread on the press, ready to print! . . . No, of course I'm not going to hold up the presses, Charlie! . . . I don't have time to rewrite the ad! My editor's left me, I'm running short-handed . . . and I've got an office full of people I'm interviewing . . . What do you mean you won't pay for it if I don't change it? . . . I've told you . . . !"

Apparently, at this point, "Charlie" hung up on him.

A little inner voice said to me, "This is the chance you've been looking for! . . . Go to Price's open door and introduce yourself!"

My chance to get to Hank Price was one that had to be acted upon at once, while his mind was still on his problem. I hurried over to the open door and looked in. Price, a stocky, tousle-headed man, with thick-rimmed glasses, was in his office alone. Spread out on a littered desk in front of him was a double-paged advertising spread. He had a blue pencil in hand and was cursing to himself.

I knocked on the inside of the door, standing just behind him. He started and looked around, then barked: "Who the hell are you? How'd you get in here?"

"Your door was open," I replied. "My name is Sherman. I came to see you about that editor's job . . ."

"Hell, I've got an office full of would-be editors!" blasted

Price. "Can't you see that sign on the door? This is my private office!"

"I know it!" I heard myself saying. "That's why I came out here. I figured I'd never get to see you in there."

"You can't see me anyway!" blazed Price. "I'm too damned busy! Now get out!"

"Just a minute, please!" I appealed. "I couldn't help hearing your telephone conversation, Mr. Price . . . I've had ad writing experience. How about giving me a chance to rewrite that ad for you?"

Price looked at me with sudden, sharp interest.

"You're not a New Yorker, are you?" he demanded.

"No, sir, I just recently came from the midwest . . ."

"I'm a midwesterner myself!" he snapped. "Okay, Sherman — come in here, take a seat over there, and look over this ad. See what you can do with it! Maybe you can work out a fresh slant. I've got so much on my mind, I'm not worth a damn . . . but I'm holding up presses on this Charlie Poulson copy. Fix it up. If it looks good to me, I'll send you down there with the copy, and if Poulson okays it, I'll give you ten bucks!"

Price shoved the double-page spread in my hand and pointed to a chair opposite a small table in the corner.

"I don't want the ten bucks!" said I, as I sat down, "but if I change this ad so Mr. Poulson approves it — I want the job as editor of your magazine!"

Price grinned, running chubby fingers through his rumpled hair.

"Okay," he said. "Poulson's my biggest client. We're good friends but you'd never know it. He's always raising hell over his ad copy. You please Poulson and you've got yourself a job. I won't make any decision on an editor until I see what you can do."

Price went on with his interviewing. A stream of men came in, opened up their brief-cases, told Price their past editorial history, and made their pitches for the position, while I

worked away, my back to them, changing the lay-out of the ad, the headings and some of the copy. In half an hour, between interviews, I handed the ad back to Hank Price. He sat studying it.

"Not bad!" he said. "Now high-tail it over to the Textile Building on Fifth Avenue and show it to Poulson. Tell him I sent you. Bring back an okay of this ad so I can start rolling with this issue — and you're my new edito.!"

I broke long distance running records through cross town traffic, to get to the office of the Poulson Rug Company. I had never been in a textile display room before and was astounded when I stepped in the door to see the wide open spaces, a seeming acre of floor, on which were various colorful carpetings and rugs. At the far end, was a little cubicle of an office, where reposed the man I had come to see. I had no idea what he looked like or what type of man he was, but before I had a chance to see him, I heard his booming voice.

"I told you not to do that! When will you salesmen ever learn! What am I paying you for? . . . No, no, not in a million years! You've queered the deal! . . ."

The door to Poulson's private office opened up and a thoroughly squelched salesman, somewhat resembling Mr. Milque-toast at the moment, emerged.

Once more Poulson's voice boomed, followed by a harsh, booming laugh. I had pictures of myself bearding a lion in his den, so I sat down to think things over and ask myself, as was my habit: "What do I do next?"

The answer didn't come for some twenty minutes. I was frankly just as scared as the salesman was. I never had liked loud-voiced, dominating people. I had never really dared to talk back to them; it had seemed easier and more expedient to make detours around them, whenever possible.

Now I was being driven by economic necessity. I needed that job. I had needed it badly enough to risk facing one blusterer in the person of Hank Price. What a strange coincidence that I

should be encountering a second man of the same type who, from all sounds, was twice to three times more devastating than Price. No wonder these two men were at each other's throats. Neither liked to back down because he saw a reflection of himself in the other!

But time was running out. I could hear another man's voice in the office, always overshadowed by the large voice of Poulson.

I opened the door and looked in. There sat, leaning back in an over-sized swivel chair, one of the biggest men I had ever seen. He must have weighed around three hundred pounds.

"Well, young man!" fired Poulson. "Where are *you* from? What do *you* want?"

"I've got the revised advertising copy," said I, wondering what had happened to my voice. It was a bit quavering and I discovered that my heart was pounding. What if Poulson wouldn't okay the ad? What if he threw me out?

"Let's see it!" demanded Poulson, and made a grab for the copy.

He spread it out on his desk before him and scowled at it.

"Who rewrote this heading?"

"I did!" said I.

"I don't like it!"

"It's much better than the old heading," I defended.

"It is?" said Poulson, eyeing me, biting hard on the stub of a cigar. "Why do you think so?"

I explained in selling language why I felt the heading I had created was better and more effective.

"That's what *you* think!" said Poulson. "You might be interested to know, young man, that *I* wrote that other heading myself!"

This was a wallop. I had thought, of course, that Hank Price had been responsible for the whole ad. But I decided to stand my ground.

"I don't care if you did!" I rejoined. "Your heading threw the whole ad out of balance. That's why Mr. Price hasn't been able to write good copy behind it. That's why I changed it."

Poulson sat, eyeing me, then eyeing the ad.

"How long have you been with Hank Price?" he demanded.

"About half an hour," I answered. "Just long enough to revise this ad."

"And you think it's good?" asked Poulson, chewing on his cigar.

"It's damned good!" I said, using language that I felt he would understand.

"What happens if I don't okay it?" asked Poulson, with just the trace of a smile.

"If you don't okay it," I said, "I don't get the job as the new editor of Price's *Carpet & Rug News*."

Poulson reached for a pen, jabbed it in the ink well on his rugged desk set, and scrawled "O.K." across the face of the advertising layout. Then he signed his name, picked up the copy and handed it back to me.

Of course I got the job. Charles Poulson and I became good friends. He was one of the biggest hearted men I have ever known — but you had to get beneath his gruff exterior and his ferocious bark to realize it.

He told me later that he knew little about advertising and that he only challenged those who wrote his ads so he could be sure the ads were as good as they could be written. If the copywriters wouldn't defend their own ads, it was Poulson's opinion that they weren't too sure they amounted to much, themselves. In this way, he felt he was able to egg them on to turning out the best copy of which they were capable. I had made an instant hit with Poulson because I had stood by my guns and fired back at him, with definite reasons why I had felt my revision of his ad was an improvement.

Since this experience, I have met many men and women like Messrs. Price and Poulson whose dominant attitudes have awed or overwhelmed numerous friends and relatives.

I have either treated their positive assertions with humorous rejoinders or positive expressions of my own. When they have not been able to get me to "back down" we have established

lines of mutually respecting association. I no longer feel inferior in the presence of such people . . . or ill-at-ease. In fact, understanding them and their natures, I truly enjoy them!

Check your *own* self! Should you be covering up a feeling of inferiority by a dominating attitude, recognize this attitude for just what it is — an attempt to impress people with your authority, your importance — all of which is quite unnecessary. What you really are speaks louder than any “front” you can possibly put up.

Case History Dynamic 3

How Jess Smith Learned to Sell By Failing as a Salesman

In the year 1925, J. Warren Smith, of Portland, graduated from Oregon State, after a year of working in a drug store. He accepted a position as a salesman for a rheumatic remedy and accompanied the sales manager to Seattle to sell this merchandise for drug stores by calling on people in their homes who were afflicted with rheumatism.

Since his salary and all expenses were being paid, he felt that he had to justify them by achieving a high volume of sales. Selling, however, was an entirely new experience for Jess Smith. He memorized all the reputed qualities of the medicine and tried to persuade people to buy it, without success.

After eight days of conscientious but fruitless high pressure effort, he had not made a sale. Defeated and despondent, he went to the sales manager and told him he wanted to quit. “I’ve never tried harder, but people just won’t buy. I’ll never make a salesman.”

But the sales manager refused to accept Smith’s resignation, so he went back on the job. Convinced that he was no salesman, he didn’t try to sell. Instead, he started calling on people, expressing an interest in their ailments, and a sincere desire to be of service.

An elderly lady, a chronic rheumatic sufferer, after reciting her troubles to Jess, ordered six bottles of the remedy the moment she learned that she could replenish her supply through him. He broke speed records running out to his car and back for the required merchandise. When he returned and she had given him a check for thirty dollars, considered a big order in those days, Jess knew he had discovered the secret of selling—*it was giving service first!* This was the secret which was to lead him to great success—a secret which came to him as a result of failure in trying to sell simply a product alone.

Today, over a quarter of a century later, Jess Smith occupies the top position as a partner in one of the world's largest manufacturers of an asthma remedy, a company whose product is sold in fifty-seven different countries.

Asked what he considers the primary requisite to any business success, Jess Smith emphatically declares: "First, make sure that what you are doing and what you are selling are rendering a service. All that is worthwhile in life can be summed up in one word—SERVICE. Any good business deal must provide an exchange of values to all parties concerned. If it does not, it will eventually fail. It is literally and positively true—you must sincerely and honestly GIVE before you can hope to receive."

Thought Stabilizer: *"The most effective and quickest way to sell myself, or any product I represent, is through the performing of an honest, sincere, unselfish service to others. Keeping this uppermost in mind, at all times, I will always be on the alert for the opportunity to serve, knowing that such service is certain to bring its due reward."*

THE CODE OF CONFIDENCE

From this moment on—

1. I will express a greater interest in those about me, knowing that this will help me eliminate self-consciousness and attract to me, in return, a greater interest of others in me.
 2. I will overcome any tendency to a feeling of inferiority by refusing to compare myself unfavorably with others.
 3. I will act confidently, knowing that each time I do so will increase my self-confidence.
 4. I will plan my life and follow my plan, realizing that the individual who knows where he is going gains confidence in the doing and eventually overcomes all feelings of inferiority.
 5. If my confidence is small, I will strengthen it by striving for gradually increasing goals.
 6. I will play up my good points and play down my bad points.
-

CHAPTER **4**

How Money Problems Can Become Financial Successes

WHEN THE CRASH CAME, in 1929, Frederick Gregory was a Wall Street broker. Those were the days when heavy financial losses caused men and women to take their own lives, some even choosing the spectacular farewell of jumping out windows.

During the height of the calamity Fred Gregory came home late one night and in getting ready for bed he awakened his wife.

"Is everything all right, dear?" she asked.

"Yes, everything's all right," he said, then added in the same quiet voice, "but we have lost everything we own, including our home."

Shocked, Mrs. Gregory sat up in bed and switched on the light. Her husband's calmness in the face of this personal tragedy appeared unnatural, frightening. She broke into tears.

"Don't cry, Honey," he said, as he put his arm around her. "I'm the *same* man who left for work this morning. *I* haven't changed. Nothing really worthwhile and lasting has changed. We still have each other. This is all that matters. All we have lost is our money and the things that money has bought. But there is more money in the world — and we'll have some of it again. So, what do we have to worry about?"

It took the Gregorys a few years, but they regained what had seemingly been lost by making the best of things. Many distraught men and women around them were seeing only the worst and surrendering their most priceless possessions — their lives — and their future possibilities.

This attitude of the Gregorys is the kind of mental and emotional control which should be exercised when adversity strikes. Men and women who meet life in this manner develop new values, new strengths, new abilities, new understanding, finer qualities than they ever could have attained without such experiences.

◆ THE ETERNAL QUESTION OF MONEY

Extremely few of us get through this life without having encountered money problems, at one time or another. The more we make, the more most of us spend. The ease with which we can start buying something we very much want through installment purchases is a constant temptation.

On paper, we can usually figure that we can afford to get a new television set, a car, a washing machine, an electric organ — or what not. We are assured by the dealers that we can make our own terms, pay as little as we like and take as long as we like (within reason and the limitations of installment buying) to pay for the merchandise.

It isn't long before most of us are buying up to the hilt. Many families today, so credit managers report, owe more than their take-home pay each month. This means that they must be

borrowing from loan companies or friends and relatives to keep the payments going.

A father told me recently that his son had married on next-to-nothing and had established credit on his small salary so that he could start buying a home. Soon a baby was on the way and doctor and other bills kept mounting. The son had been warned by the father not to get in too deep but had refused to listen. Everybody else in his set seemed to be getting *what* they wanted, *when* they wanted it, and paying for it *somehow*. Why couldn't he?

Finally, the father learned that his son and wife were actually starving themselves to try to keep abreast of their mounting debts. He had little reserve of his own but he scraped up some twenty-six hundred dollars to pay off his son's existing obligations. This immediately improved his son's credit standing so that he could go in debt again — and the son was weak enough to succumb.

"You can't win when you have a son like mine," said this despondent father. "I went to the credit managers and warned them that my son was a poor risk . . . that I couldn't bail him out again . . . and they said, 'We're sorry — but, according to our records, he is entitled to credit if he wants it!'"

◆ COMMON SENSE AND CONTROLLED DESIRES ONLY WAY TO SOLVE SOME MONEY PROBLEMS

Obviously, if you find yourself in a situation similar to this young man's, and if you do not curb your desires to have nice things before you can afford them, there is going to be an inevitable day of reckoning.

These wonderful inner mental powers you possess cannot pull you out of economic holes so long as you make wrong use of them. An over-ambitious husband or wife can send a family into a buying binge which, in time, will lead to bankruptcy.

◆ **FACE ANY EXISTING MONEY PROBLEM AND
DETERMINE ITS CAUSE AND CURE!**

Let's say you are having financial difficulties right now.

What has caused them? Aren't you making enough in your work to break even? Are you unemployed at present with the consequent increase in economic burdens? Have you been ill and incapacitated? Do you have dependents who are weighing you down with extra expenses? Do you have a too extravagant husband or wife? Have you invested too heavily or unwisely?

There has to be a basic cause of your current situation. Whatever this cause, you must track it down and analyze it. See what you can do, immediately, however much it may temporarily hurt in sacrifices and adjustments, to eliminate the cause.

Stop picturing your depleted bank balance and picture yourself receiving all the money you need to meet your requirements. If you regard the dollar in your hand as your "last dollar," you are placing a serious limitation in consciousness and making it extremely difficult for the creative power in your mind to magnetize new and better conditions around you.

A pessimistic attitude in a financial crisis only adds to your difficulties. Can you imagine going to a friend or a bank and asking for a loan, defeated and despondent? Your chances of getting help when you are down in spirit, lacking in faith in yourself and the future are a thousand to one against you. But if you have confidence that you can pull out of your temporary tight spot, *and those to whom you go for aid see and feel this confidence*, they will usually be moved to help you.

Remember the story of the meek little man, an excellent workman, but who lacked the courage to speak up for himself and ask a miserly boss for the raises due him? One day he found a \$1,000 bill.

Instantly, reinforced by this feeling of security, Mr. Meek found his long-lost courage. He marched into the boss's office,

told him off for his lack of consideration, and demanded a big raise. The boss, taken back, put up a weak protest which was over-ridden by Mr. Meek's declaration that he wouldn't take "no" for an answer — he either got the raise or he was walking out.

He got the raise! Then, Mr. Meek marched from the boss's office to the bank, to deposit the \$1,000 bill.

"Where did you get this?" the bank teller asked him. "It's counterfeit!"

Mr. Meek almost fainted. But, after he had recovered from the shock, he realized that, counterfeit or genuine, his *feeling* that he had a thousand dollars had given him the confidence to stand up for his rights.

◆ **DEPOSIT WHAT YOU FEEL YOU HAVE EARNED TO YOUR ACCOUNT!**

Perhaps what you need is this same feeling — that you have money in the bank which is rightfully yours. ACT as though that money is already there — and assume the mental attitude you know you should have toward things that should be adjusted in your favor. Then watch things happen for the better!

You can pauperize yourself by impoverished thinking! Just because you have lost money before, or someone has taken advantage of you in money matters, don't live in fear that this will happen again.

It is a mistake to let your mind become fixed on a loss so that it shuts out all possible gains you might realize in new activities and enterprises.

Many men and women, years after they have suffered grievous losses, are still living in hope of getting these same losses back. They tell me, right down to the exact dollars and cents, the amounts that have been taken from them. Usually there is deep bitterness and resentment associated with such losses, di-

rected at former business partners or relatives or friends, who are blamed for the debacles.

Have you been caught in such an emotional trap? If you have, the only way to get out and to enjoy peace of mind as well as a chance to recover what rightfully belongs to you, is to release these feelings of bitterness and resentment from your consciousness. Such feelings are not bringing your money back to you. Instead, they are tearing you down, emotionally and physically, and preventing you from full enjoyment of your present and your future.

What you must realize is this: you do not have to get back the same money you have lost as the only means of securing reimbursement! (Study that statement. Read and re-read it!)

There is a law of compensation which returns to you, in time, what you have given out. This law sees to it that you receive what is rightfully yours — IF you do not upset the operation of this law by assuming the wrong mental attitude.

Bitterness and resentment, however much justified when others have fleeced you, in one way or another, cannot and do not bring your money back.

You must learn to accept whatever happens with the faith that you can and will capitalize on this experience, and attract to you new opportunities for making more money to replace what has been taken away.

◆ YOU MUST CORRECT MISTAKES IF YOU WOULD PROFIT BY THEM

A woman in Seattle, who shall be known as Mrs. Redford, came to me in a highly emotional state. She was in the midst of a court case, having brought suit against her late husband's business partner, a Mr. Andrews. She charged him with having withheld funds—with dishonesty, in a settlement he offered following her husband's demise.

Mrs. Redford had known nothing whatsoever about her

husband's hardware business and, for no reasons that she could explain, had never cared much for his partner. Now that she was involved in the suit and the case was obviously going against her, she was naturally much concerned. She said to me:

"Mr. Sherman, I made an awful fool of myself on the witness stand today. I got all mixed up in answering questions about my husband's business affairs. I have been suing for at least \$20,000 that I have felt was owing me from the business but it now looks as though I would be lucky if I got even one-quarter of this amount. I'd give anything if I'd never started this suit. I've learned enough now to believe that I've done Mr. Andrews an injustice. My attorney has not been able to prove my charges of dishonesty in any way. What in the world can I do to get out of this mess and get what is rightfully mine?"

I explained to Mrs. Redford that things first had to happen *in the mind* before they could take place in the outside world; but, if she now really felt her accusations against Mr. Andrews to be false, she should find some opportunity to let him know this directly and leave it up to his sense of honor and regard for her late husband as to the course of action he would then pursue. Mrs. Redford hesitated.

"I don't think my lawyer would ever agree to such a thing," she said. "That would be admitting defeat. I'm sure he would feel that, having gone this far, we've got to stick it out, win or lose."

"But right is right," I reminded her, "and if you believe in the law of compensation—that things will properly adjust themselves if you do your part—then, confessing your mistake to the man you have wronged should be the first step toward correcting a most unhappy situation. Either he is honorable or he is not. You say that this trial has uncovered nothing to substantiate your charges. I feel you should force an opening to apologize to him and eliminate the animosity he cannot help but feel toward you. This may then create a favorable climate for the just settlement of your differences."

Mrs. Redford wavered. "Well," she finally decided, "I just know I'm going to lose the way things are going—so I might as well try it."

◆ THE INNER POWER WORKS!

The following night she came to see me, all aglow.

"It worked!" she cried. "I still can hardly believe it! When the trial resumed this morning, things looked even worse for me. Mr. Andrews had some unflattering things to say about me in the witness chair. I could tell that the members of the jury had made up their minds. When the case recessed at noon, it was all but over. But, as we were leaving the court room, I lingered so that I could run into Mr. Andrews at the door. He tried to avoid me but I caught his arm and said, 'Please, I must talk to you a minute!'

"It took him completely by surprise. He stepped aside, eyeing me suspiciously, as he said, 'well, what is it?'

"Then, Mr. Sherman, I poured out what was in my heart to say to him. I said, 'Oh, Paul, I'm so sorry—so very sorry I've misjudged you! I know now that my charges are wholly untrue. I just haven't known what I was talking about. I wish there was some way to call this thing off. I'd trust you, as Fred always trusted you, to give me what belongs to me.'

"Then, Mr. Sherman—I couldn't help it—I burst into tears and walked away . . .

"When the case was resumed after lunch, and I took my seat in the court room, I looked up and saw Mr. Andrews gazing at me. For the first time, since the trial had started, there was no bitterness in his face. His lawyer arose and went before the judge. He said, 'Your Honor, my client tells me that he has reason to believe that this case can be amicably settled if the attorneys for the defendant and the complainant are given an opportunity to discuss this matter. Will your Honor grant us a half hour for this purpose?'

"The Judge rapped his gavel, giving consent. My lawyer came running over to me to ask what this meant and when I told him what I had done, he was furious. 'You must be crazy!' he said. 'I ought to wash my hands of this case. You had no right to do this!'

" 'I had every right,' I answered. 'I was in the wrong. Do the best you can.'

"At the end of this half hour, Mr. Andrews' attorney and my attorney announced to the judge that a satisfactory agreement had been reached between accused and accuser and the judge, congratulating us both, dismissed the jury and *nolle prossed* the case.

◆ THE DIVIDENDS GOOD FEELINGS BRING

"And now came the most wonderful part," she continued, happily. "Mr. Andrews volunteered a settlement in excess of the amount for which I was suing him! He offered to buy some real estate that he and my husband had bought together, fixing a price on it that I would never have asked because I didn't know values. I am still amazed at how quickly the whole complexion of things changed, the moment I changed my attitude toward Mr. Andrews. I feel like a load has been lifted from my heart that I've been carrying around for years. I've certainly learned my lesson. To me, this will always be a miracle!"

There are, of course, no miracles. Everything happens in direct accordance with the inexorable laws of cause and effect. Mrs. Redford had righted a wrong condition which she, herself, had created, thus providing new conditions by which the offended party could, in turn, follow through with right action. You cannot correct a mistake in life until you decide to do what needs to be done about it, fearlessly, with faith in yourself and the power of God within you, to see it through.

◆ **CAN YOU WORK WELL UNDER ECONOMIC PRESSURE?**

Some people can do their best work under economic pressure, when disciplined by the driving force of necessity. Others become nervous, apprehensive, disorganized, and give the worst possible account of themselves.

Wolfgang Mozart, the great composer, spent his life in creating his marvelous melodies under the most brutal economic demands. From early childhood, poor business management kept him always in debt. His financial troubles were further compounded when he married a gay, childish girl who squandered his money before he made it. This constant high pitch of emotional uncertainty kept him composing night and day up to almost the very hour he died.

Often, the ink was barely dry on his compositions before they were played and, while producers made fortunes on his works, he received shamefully low flat fees. His "Marriage of Figaro," "Don Giovanni," and "The Magic Flute" are exquisite musical masterpieces, all conceived under the most impoverished of conditions.

◆ **DID MONEY WORRIES CONTRIBUTE TO MOZART'S SUCCESS?**

As you study Mozart's life, you might well ask the question: "Did the whip-lash of necessity spur him on to even greater success?"

It is a strange but true fact that quite a few people are so constituted that they have to have pressure of one kind or another before they can call forth their best creative effort or ideas. If they feel too secure, they let down, all sense of urgency disappears, and what work they do becomes mediocre.

Do you fall into this classification?

For every self-starter who can energize himself without outside stimulus, there are a hundred who have to be pushed or driven by some urgent force such as love, pride, need for money, social position, advancement, or recognition. The motives may vary widely but a motive must be present to provide sufficient incentive to inspire most men and women to do their best as well as to make the best of what happens.

◆ SUCCESSFUL EFFORT BUILDS STRENGTH

Given the proper "drive" in your life, you, yourself, can do anything, within the range of your possibilities. Obstacles, in themselves, need be no roadblocks if you keep your destination in mind and find or make ways to get over, around or through these obstructions. Often, you will discover that the effort you have had to put forth to meet adverse conditions has developed in you new abilities which are needed to carry you to your ultimate goal.

Every worthwhile accomplishment has a price tag on it. How much are you willing to pay in hard work and sacrifice, in patience, faith and endurance—to obtain it?

There is a tendency in human nature which you must guard against, the tendency to "follow the line of least resistance." It is obviously *easier not to try* to attain anything, than to try. That's why a "motive" is required, something that "sets you on fire," that gives you a "driving urge" to get there, despite all opposition.

What you have in you, not yet developed or expressed, is money in another form. You can convert this stored up ability and experience into money by doing as others have done. Look for the solution of your money problems within yourself.

◆ TAKE YOURSELF TO TASK

If you've lost your spirit—your faith in yourself and the God Power within—you are temporarily on a side-track. The right trains of thought are passing you by. You are like a box car, loaded with valuable merchandise, shunted off on a siding. As long as it remains there, the merchandise cannot move—it is worthless. The box car has no power of its own—it has to be pushed or pulled by locomotive—and when the locomotive is disconnected, the goods it contains never reach the market place, they are a total loss.

You have to generate the power to pull your own weight—and until you do, you'll not be able to deliver what you have that is saleable to the world.

All life, all energy, all "drive" comes from the spirit within. This spirit depends upon how you *feel* about yourself, your capabilities, your desires. You are the only one who can lift your spirit. Successful men haven't waited for others to help them out of their difficulties. They have devised a plan of action and gotten busy.

You can do the same.

You will be aided by outside events and associations as you go along, but YOU will always constitute the basic power—the *reactor*.

It is your feeling about what is happening *around* you and to you that counts! No money problems, no person or circumstances can ever lick you—if you remain in control of your feelings and maintain the right attitude of mind!

Case History Dynamic 4

**How H. Roe Bartle, Mayor of Kansas City,
Rose Above Poverty**

H. Roe Bartle, known as "the colossal Mayor of Kansas City" because he stands six-feet-three, and weighs 300 pounds, is an even bigger man in many fields of accomplishment.

He has, for twenty-seven years, been the chief executive in the Kansas City area of the Boy Scouts of America. He has also served as a Presbyterian elder, a trustee of the Catholic Youth Organization, and a national-executive-board member of the National Conference of Christians and Jews. He belongs to fifty-seven organizations and clubs, and is active in all manner of civic, philanthropic and business enterprises. In the process of this intensive living, H. Roe Bartle has become a millionaire, through hard work and wise investments.

What gave to this extraordinary human being his "drive"? In all my travels, I have never met so dynamic an individual, so contagious a personality—a man so dedicated to every project, big or small! You are lifted up by the magnetism of his very presence. You feel the impact of a person who knows where he is going and hasn't the slightest doubt he is going to get there—a natural leader of men. How did he get that way?

You have to go back to H. Roe Bartle's boyhood to find the answer. His father was a poor Presbyterian preacher who had prayed that Roe would follow in his footsteps. But Roe felt he could endure anything except the poverty of those early days. Though he had an urge to live a life of service, he felt that service should not necessarily go hand-in-hand with poverty. This urge was intensified by a poignant experience which came to him at the age of fourteen.

The first girl he ever asked for a date, turned him down because he was wearing the cast-off clothes of a neighbor. Roe, profoundly hurt, stood before a mirror in the parsonage, raised his right hand and took a fervent oath that no child of his would ever have to put up with such humiliation, so help him God!

H. Roe Bartle's "drive" for individual attainment and financial security began at that moment. He has taken many solemn vows since, and has put the full force of his tremendous will and determination, vision and faith behind them, until his resolutions have reached fulfillment. But this first vow was the one which set his character and shaped his life.

Thought Stabilizer: *"Since I realize that it is how I react, mentally and emotionally, to what happens to me which determines my future, I will see to it that I take a positive stand in the face of all adversity and economic need. This is the mental attitude which must be maintained to achieve success."*

THE CODE OF FINANCIAL SUCCESS

From this moment on—

- 1. I resolve that I will look on financial problems as a challenge—not a defeat.**
 - 2. I will face each problem as it comes up and seek a solution for it so that it will not be given opportunity to develop into additional problems.**
 - 3. I will find a motive to “set me on fire” so that I will put forth my best effort in everything I do.**
 - 4. I will draw on past experience in money matters to avoid further mistakes of a like nature.**
 - 5. At times when my finances are low, I will refuse to picture poverty or worse conditions, realizing that such a mental attitude can never attract money to me.**
 - 6. I will let go all feelings of bitterness and resentment toward others who have taken advantage of me or have been responsible directly or indirectly, for my financial losses—so that the law of compensation is free to bring me a just return from sources of which I may not now be aware.**
-

CHAPTER 5

The Michelangelo Story: What it Means to You

A GREAT SOUL rises above every obstacle in his path and uses these obstacles as stepping stones on the way to his destination. There are valuable lessons to be learned from the lives of such people.

Michelangelo came into this life in the year 1475. As an infant, he was nursed by a stone-cutter's wife. The first sounds he heard were the hammerings of steel on stone, strangely symbolic of the great sculptorings in stone this baby was to perform as a man.

His mother died when he was six. His older brothers and father, discovering that he was different from them, beat him and cursed him. Artistic by nature, he drew pictures on the walls of his home and the school, showing little or no interest in anything else. Finally, after repeated failures in everything he attempted, Michelangelo found employment in the Medici Gardens of Florence, Italy, roughing out blocks of marble for other sculptors to work upon.

One day, the boy made a carving of his own from a slab of waste marble. When Lorenzo de' Medici, wealthiest banker in Europe, his employer, saw the carving, he instantly recognized Michelangelo's remarkable talent and invited him to reside at his luxurious home where he was given the same advantages as Lorenzo's own sons. When Lorenzo died, in 1492, Michelangelo was ready to strike out upon his own.

He went to Rome where he was deeply moved at sight of the ancient ruins, some of which were just being revealed by excavation. Here in Rome, a city rife with corruption, crime and killings, Michelangelo produced his first great piece of sculpture — the dead Christ in the arms of the Madonna.

In this carving, Michelangelo caught the inexpressible grief of all mothers for their sons as well as the sad, tragic beauty of the broken body of Christ. To those acquainted with Michelangelo's own crucifying experiences in boyhood, his deep subconscious longing for the protecting arms of his own mother, it is not difficult to see that he felt profound kinship for this other mother's son who was beaten and defiled by man.

As recognition came to Michelangelo, he was called upon by the then Pope Julius II to design a great tomb which was to be the Pope's burial place. Michelangelo presented a plan calling for some thirty-eight statues of prophets and saints, gathered about the Pope's bier. Julius II was highly pleased and ordered Michelangelo to get to work on the project.

◆ INTRIGUE CONFRONTS THE YOUNG ARTIST

Vatican intrigue now began to manifest itself. Other artists and sculptors, among them the famous Raphael and his kinsman, Bramante, who was in charge of the building of the new St. Peter's Church, then under construction, were highly jealous of Michelangelo's favor with the Pope. They convinced Julius that it wasn't becoming of him to have his tomb built while he was still alive. Why not, they proposed, have Michel-

angelo paint the ceiling of the Pope's private chapel, known as the Sistine? Raphael saw to it that he, himself, was assigned the painting of the spacious rooms of the Vatican.

Michelangelo rebelled against the order to paint the Sistine Chapel, declaring that he was a sculptor, not a painter, and that Raphael should be given the job. The Pope, however, was adamant, and a reluctant Michelangelo erected his scaffolding in the dark, gloomy, narrow chapel — a room higher than it was wide, with a ceiling possessing eccentric angles and curves.

No painter in world history ever faced a more formidable task. If Michelangelo had not been trained by life experience to persist under all manner of punishing adversities, he would have given up before he started.

◆ HE DEDICATED HIMSELF TO THE TASK

Above him, in the dim light of this Sistine Chapel were 10,000 square feet of ceiling, all to be covered with pictures, done in fresco. This meant that the colors had to be mixed with water instead of oil, after which they were to be placed upon wet plaster. The color set permanently in the lime as the plaster dried. The enormity of Michelangelo's undertaking can be appreciated when it is realized that an artist working in fresco must paint with great sureness and dexterity because once the painting is done, with the plaster drying so fast, no mistake can ever be corrected!

Despite the struggle within him, the moment Michelangelo bound himself to the task, the fire of his inspiration took over. It lighted the Sistine Chapel. It set up a constant glow about him in which he worked, often neglecting to sleep or eat, working night and day behind locked doors, permitting only the entrance of a trusted old servant. He might as well have been serving time in a dungeon insofar as his freedom was concerned.

◆ HE ENDURED PAIN AND DISCOMFORT

For four torture-filled years, he lay on his back on the scaffold and painted scene after scene above him, reproducing them from the vast and majestic panorama of the story of *Creation*, the *Fall of Man*, and the *Deluge*.

Well-meaning assistants were chased away by this master sculptor, turned painter, as though they were school boys defacing a wall. None could share his vision; none could comprehend, let alone touch, his genius.

The demands that the flaming spirit of Michelangelo made upon mere flesh and bone were prodigious — almost unendurable. His body cried out, again and again, in futile protest.

As the years went by, Pope Julius II became more and more impatient, demanding to know when, if ever, Michelangelo was going to finish.

Then came the day when Michelangelo opened the Sistine Chapel to the Pope and escorted him up the ladder to the scaffolding so he could peer at the frescoed ceiling above. What the Pope beheld was a sight so awe-inspiring, so sublime, so cosmic and sense-staggering that he could only look up and gasp — and look again!

◆ WAS HIS GREAT ACHIEVEMENT WORTH THE EFFORT?

Above, the Heavens had opened and the Great God of All was seen to be dividing the Firmament. He was forming man from the dust and Adam was rising in His Image, gazing worshipfully into the face of his Maker. Eve, too, beneath the extended arm of the Almighty, was regarding her Lord with womanly humility and awe. Surrounding these scenes were more than 340 major figures of prophets, angels and spirits, all playing their part in the miraculously interwoven story of God and man.

It remained for another Pope to summon the now aging Michelangelo to fill the blank space behind the altar. It is incredible but true that Michelangelo spent seven more excruciating years on a scaffolding!

This time, when he had finished, the last of his mighty concepts — the scene of “The Last Judgment” — stood forth in awful grandeur, with the graves giving up their dead as the angels sound their trump of doom, while kings and slaves stand powerless, together, awaiting final judgment when the righteous are to be lifted up to Heaven and the damned plunged into the fiery pits of Hell.

Such an achievement would have been monumental for ten men, for a thousand men — but this only *touches* upon the vast labors of the stupendous Michelangelo who, in his *eighties*, was assigned the colossal job of placing a roof upon St. Peter's, almost fifty years after the construction of this tremendous edifice had been started. From an engineering standpoint, the erection of this dome appeared to be impossible, but Michelangelo supervised its building, tier on tier, until he began to wonder, near the age of 90, if he would live to see it finished. Today, this dome is the largest and most magnificent in all the world, beneath which 100,000 people can gather!

◆ WHAT THIS MAGNIFICENT LIFE STORY CAN MEAN TO YOU

It is well to reflect a moment upon what one man has wrought. Would a soft and easy boyhood have built into Michelangelo the resistance to pain, bodily discomfort and fatigue, the insuperable defiance to all obstacles, the absolutely indomitable will to complete a task, however arduous, once started — the supreme confidence in his ability to carry out to perfection what he had conceived?

No — in retrospect, you can see that Michelangelo needed the schooling that his early experience gave to him. You can

see that what you, at one time of life, might look upon as bad in the way of human experience, can later be turned into good. It has been said that "Nothing is good or bad but thinking makes it so."

Michelangelo could have been broken upon the wheel of his life experience. Instead, he turned this wheel to good use in his life. The choice was up to him, as it is up to each one of us in whatever we have to face. Great souls like Michelangelo didn't "just happen". They were *made* by their own thoughts and actions!

Again I repeat — it is *how* you have reacted, emotionally and mentally, to what has happened to you through the years, which has determined **WHAT** you are today!

◆ **TACKLE A JOB YOU DON'T LIKE WITH ENTHUSIASM**

When you are confronted with a job which has to be done, however much you may dislike it, however difficult and unpleasant it may be, you gain nothing by rebelling against it.

There is only one constructive thing to do. Attack this job with enthusiasm — and get it over with! Form the habit of doing your best under any and all circumstances. When you do, you will find, in time, that "distasteful jobs well done" can be capitalized upon through what you have learned in new adaptations and abilities you have developed.

Once you are convinced of this, you will tackle all of life's assignments with enthusiasm, knowing that you are thereby making an investment in your future!

No superlative results are ever obtained without superlative effort. You can be sure that the man or woman who seems to do things with ease has paid the price in laborious endeavors.

Make it a rule not to do anything half-way because it will create in you a tendency to be slipshod in all operations, and the result you will get in life will be mediocre.

Michelangelo never stinted himself. He gave, to the full measure of his being, everything he had to give, in everything he did. Nothing was too little or insignificant not to get his closest and best attention. He was a master of detail, devoting himself to every phase of his work with super-human intensity.

Your great success in life will be assured if you apply yourself with even a fraction of the energy of a Michelangelo!

◆ YOU HAVE AN INNER URGE TO PROGRESS!

It should be clear to you now that character and ability are forged upon the anvil of adversity. There is a drive in all human creatures for attainment of one kind or another. This striving to attain always results in some form of conflict, some obstacles which must be overcome. No path in life runs smoothly forever.

It almost seems as though the God of this Universe has instilled in man a basic dissatisfaction with whatever his lot happens to be. Like the popular song, man often "Doesn't know what he wants when he gets it!" He reaches one horizon, after putting forth tremendous effort, only to look forward just as eagerly to the next horizon.

Since man appeared on earth, he has risen to his present heights by literally fixing his goal on the distant stars. One day he will land on other planets and commune with brother beings in space. But will his quest end there? No, he will keep on and on and on, evolving, progressing, expanding his consciousness through experience, throughout all eternity!

Why? Because God has given to man the urge to *know* more about himself and the worlds about him; because a part of God, the Great Intelligence, dwells in man, as it dwells in all creation, leading man onward and upward, as man learns how to follow it and use it.

Great men and women throughout all history, responding to this upward urge, have developed the strength within them

to overcome all obstacles and to ultimately achieve or even exceed their goals in life.

You can develop this same strength within you to surmount your own obstacles. But the first step in this direction is to get acquainted with your own self, to learn how to convert your past hardships and handicaps and mistakes into assets.

Perhaps you have been unable to understand why you have to endure what you have. Up to now, you may have thought that what you have gone through could not possibly be of any worthwhile service to you. It has been time and effort lost that you can never regain. Nor can you recover, in many instances, what has been taken away.

But you must realize that you are faced with a different set of conditions and circumstances today. You can't go back to what once was — and take up from there. You can, however, draw upon the reservoir of all past experience, to help you meet and solve today's problems.

Start by telling yourself in meditation each night: "Whatever I need in strength or courage or endurance or understanding that I have developed in my past, is mine to use now."

Case History Dynamic 5

**How Fred Stone, Great Musical Comedy Star,
Surmounted "Bad Breaks"**

At the height of his career on Broadway, Fred Stone, great comedian and acrobatic dancer, crashed in his own plane, on Long Island, breaking his body in some forty different places. His accident occurred only a few weeks before he was to open in his new operetta, *Stepping Stones*, in which his talented daughter Dorothy was to co-star.

Doctors said there wasn't a chance for Fred Stone to recover,

let alone appear on the stage again. If he survived, he would probably never be able to walk; he was destined for a life of complete invalidism. Everyone believed this — except Fred Stone. He clung to life with a will which astounded the medical staff. Then, when it was known that he would live, the job of setting all the broken bones — the broken ribs and arms and legs and ankles and knees and shoulders and hips began. Why should anybody want to live in such a mess? How could Fred Stone face the future knowing that a man of his former boundless energy and ingenuity could never dance again or enjoy the thrills of the stage which had been practically his whole life? Where was his incentive?

"My incentive," Fred declared later, "was in the fact that I knew the doctors and everybody else were wrong. I pictured myself, from the moment I came to and realized the shape I was in, mending my body and getting back on the stage. I resolved to do anything, undergo any ordeal, no matter how tough, to repair the damage this accident had done."

Fred Stone stuck to his resolution. As soon as the bones had knitted well enough so he could commence to exercise, he had himself removed from the hospital to his home in Forest Hills, where he had had some pulley arrangements fastened to the ceiling over his bed. These contraptions, which he had designed for construction by a carpenter, were so set up that they could be fastened to his arms and legs. By manipulation, Fred was able to operate the pulleys, which he did for hours at a time, quitting only when he was too tired to continue.

Day after day, week after week, month after month, Fred kept incessantly at work, building strength back into muscles and bones. He said he "drank a dairy dry, trying to get all the calcium possible into his system from the milk."

In time he was able to stand on his feet, then to walk on crutches, then to get around with a cane and — finally — to dance! Not as spryly as he had formerly danced, of course, but well enough for him to return to Broadway and join his daugh-

ter who had opened in the show, with their friend Will Rogers substituting for Fred, and who had kept the show going until Fred, himself, could take over.

Sheer raw courage, faith, and indomitable spirit pulled Fred Stone through his tortuous experience. He received one of the great Broadway ovations of all time the night he made his first appearance, in the never-to-be-forgotten "cane dance" with daughter Dorothy.

Thought Stabilizer: *"Never again, when faced with a crisis in my life, will I permit myself to be influenced by what others think I can or cannot do. I realize, now, that when "bad breaks" come, the decision of what is best to do is largely up to me. Once I decide, I must hold to this decision till I win out!"*

THE CODE OF GREATNESS

From this moment on—

- 1. I will put myself whole-heartedly into that which is given me to do.**
 - 2. Knowing that work well done always brings its own reward in time, I will do my job unmindful of dissension around me.**
 - 3. I will accept the hardships I am called upon to endure in the faith that, if I do my best, what I am experiencing will lead ultimately to good results.**
 - 4. I will look for ways to capitalize on all past experiences, extracting the good from the bad.**
 - 5. I will strive each day to improve on what I was able to do yesterday.**
-

CHAPTER 6

The "I Can" Philosophy

IT IS IMPOSSIBLE to develop any *positive feeling* about anything unless you have faith in yourself and faith in the power of God within you — faith that enables you to believe that you *can* do what you set out to do.

CAN is one of the most positive words in any language. Its twin brother is WILL.

I CAN and I WILL can do anything!

If Dr. Norman Vincent Peale, world renowned minister of the Marble Collegiate Church in New York City, hadn't believed that it could be done — the now highly popular and inspiring little monthly magazine, *Guideposts*, would never have survived.

The thrilling story of its origin and fight for existence is told in Napoleon Hill's publication, "Success Unlimited":

From the beginning, everyone said the idea behind *Guideposts Magazine* was great — a publication where men and women of all faiths could tell how faith in God helped them rise above every obstacle.

◆ FAITH PREVENTS FAILURE

The magazine was hatched and developed by sincere people. Yet, by all critical standards, it should have failed. Every possible mistake was made. Once it was wiped out by fire. On another occasion, publication was suspended for six weeks because a printer's bill couldn't be paid. How then, did it make the grade?

First, take a quick look at how most successful national publications are started today. Generally a publishing company researches a new magazine idea with trained publishing specialists; months are spent analyzing the buying market, the product is thoroughly developed by a staff of editors and artists, a considerable sum of money is invested—all before the first copy is printed. Even then, after spending perhaps a million dollars, the chances are better than average that it will fail.

The idea of *Guideposts* Magazine came from two non-specialists, a clergyman, Dr. Norman Vincent Peale, and a business man, Raymond Thornburg. Neither had any kind of magazine experience. First conversations about the project began during World War II.

At the time, Dr. Peale had effectively developed his ministry at the Marble Collegiate Church. His sermons were being printed and distributed to a small list of people. He was in the process of trying to write a book.

"I am not a writer," Dr. Peale would often say, in discouragement. It came hard to him. His real ability lay in extemporaneous speaking.

◆ EXPERIENCED COUNSEL HELPS

Yet a man, who repeatedly said he wasn't a writer, became the editor of *Guideposts*, and a business man who knew nothing about the intricacies of publishing, became publisher. The first

paid employee was a part-time secretary; the first office — a small room over a grocery store in Pawling, New York; the initial equipment: a card table, borrowed typewriter, several chairs. Nothing started, however, until a friend advanced a loan of \$2,000.

Meanwhile, the publishing combination of Peale and Thornburg did get some excellent counsel from neighbor Lowell Thomas and such friends as Eddie Rickenbacker, Branch Rickey, Stanley Kresge, to mention a few. Through this counsel, the basic magazine ideas crystallized: a non-profit venture; inter-faith; emphasis on the *how* of religion.

From his ministerial experience, Norman Peale knew that people hungered for faith — but they wanted to know *how* to pray, *how* to love God, *how* to believe, *how* to overcome their own personal problems.

How to supply their needs in a magazine, however, was a question Dr. Peale could not immediately answer. . . . Where and how was he to find the dynamic type of stories that everyone agreed *Guideposts* had to have?

Suddenly, the whole job seemed too much in view of his already great responsibilities, at his church. "Dear Lord," he prayed, "You know I'm not big enough a man to do this job. But if You think *Guideposts* can be of help to people and serve Your Kingdom, I'll do the best I can. Show me how to go about it."

The Lord didn't direct a flow of marvelous articles and financial contributions to Dr. Peale and *Guideposts*, but Something beyond the powers of mere human beings kept *Guideposts* from folding during the early years.

The first article in the first issue of *Guideposts* was a bell-ringer. "I Believe in Prayer," by Eddie Rickenbacker. Belief in prayer has since then been the arch through which so many *Guideposts* readers have viewed the world in broader perspective.

But that first issue back in 1945 hardly resembled the un-

beatable new publication project that Peale, Thornburg, et al. envisioned. This first issue contained four separate four-page pocket-size leaflets stuffed into an envelope. Art work was blurry and the name, "*Guideposts*" was buried somewhere on the last page.

◆ PROCEEDING ON FAITH ALONE

After each issue was printed, money had to be raised to mail it out to the few thousand subscribers, made up mostly of followers of Dr. Peale. No attempt was made to get an issue out at a scheduled time. How could they? There was no money to pay bills unless Dr. Peale or Mr. Thornburg went out and personally raised it. Neither took any salary.

Neighbor Lowell Thomas made available a house on Quaker Hill outside of Pawling for more spacious office facilities. People were hired to handle such technical jobs as circulation fulfillment, whose qualifications included file clerk experience and typing (if that). They did what they could with what little they had.

Dr. Peale handled the editorial chores alone for a year and a half. In eighteen months about ten issues in all had been mailed out. There still was no money to hire experienced technical help. Many lessons were learned from mistakes and failures. But how many mistakes can a magazine make and still survive?

◆ HELP COMES AT A CRITICAL TIME

It became quite obvious to Dr. Peale that he could no longer take care of the editorial chores alone. An editorial assistant was needed.

When Len LeSourd, now the managing editor, applied for the job, Dr. Peale presented the situation to him in this way: "If you're looking for security, I don't think you will be inter-

ested. We are convinced that *Guideposts* is a great publication idea. Yet in eighteen months we have hardly gotten it off the ground, although subscriptions have passed 25,000. We barely have enough money to pay bills. If you're interested in working hard on a project that has possibilities for doing a lot of good, we'll try you out at \$25 a week."

Twenty-five a week! In the post-war period, this was almost a laughable wage. Why did Len LeSourd take the job? Trying to explain it, himself, Len LeSourd says: "Something in the down-to-earth attitude of Dr. Peale attracted me. Here was no holier-than-thou preacher. The man knew people. He knew how to win individuals to a cause."

What did *Guideposts* get? LeSourd describes himself, at that time, as a "somewhat mixed up Air Corps veteran who had written a book in the Service, but had no actual publication experience — a young man who had no interest in formal religion, and who wondered how he could do the job without starving."

At the same time, *Guideposts* employed, as a business manager, Fred Decker, a young man with advertising and promotion experience.

◆ A BLESSING IN DISGUISE

Two months after these two men started work, *Guideposts* burned to the ground. Everything gone! The only list of subscribers. All records. By the time the firemen arrived on this Sunday afternoon in January, all they could do was sprinkle the rubble.

The next day, four men who comprised the *Guideposts* staff, gathered in the publisher's living room — Dr. Peale, Mr. Thornburg, Fred Decker and Len LeSourd. Did they see the handwriting on the wall? If they did, it couldn't have spelled "quit" because Norman Peale began talking faith.

"We've been telling our *Guideposts* readers that with faith

nothing is impossible. Perhaps the Lord figured that we had better practice this idea ourselves awhile before we preach it again."

In many ways, the fire was the best thing that could have happened to *Guideposts*. Lowell Thomas told his radio listeners about the fire and asked all subscribers to resubmit their names and addresses. Many did — as well as new ones. The *Reader's Digest* printed an announcement about the fire. Everyone offered help — equipment, money, prayers. *Guideposts* began again from scratch!

◆ ANOTHER TEST OF FAITH

Rather than print *Guideposts* in straight magazine form, it was decided to continue the separate leaflet idea, and now send out to each subscriber, monthly, a packet of four eight page, instead of four-page, leaflets. Each eight-page leaflet, in turn, could be converted into two separate four-page leaflets.

This new format was a big failure in every way. Within ten months, *Guideposts* was deep in the red. In May of 1948, the printer refused to print the next issue until his bill was paid.

This was an even lower point than the fire.

A short time later, Len LeSourd told Dr. Peale that he had met a woman who might help refinance *Guideposts*. But she wanted to sit down with all the staff and discuss the situation.

Her name was Mrs. Durlach.

"She wants us to have guidance together," LeSourd said. "I'm afraid she's more interested in changing our ways than in contributing any money. But it might be worth a try."

◆ A GREATER POWER THAN MONEY

What followed was an unforgettable scene. About twelve people, interested in the destiny of *Guideposts*, sat around a circle on Dr. Peale's front porch. Included were Protestant, Catholic,

Jew. For an hour they talked about *Guideposts*, the debts, the troubles. Then Mrs. Durlach suggested that each take pencil and paper, and have fifteen minutes of prayerful quiet, during which time they were to write down any guidance that might come to them.

At the end of fifteen minutes, all read what had been written. In most cases, it was more of the same — trouble, expense, the needs. Then Mrs. Durlach, a completely honest and frank person, spoke:

"The big trouble with all you people is that you *think lack*."

She was asked to repeat the last two words to make sure she had been heard correctly.

"That's right — your thinking is negative. Rather than dwell on *Guideposts'* great promise and possibilities, you're overwhelmed by your problems. You have a great idea here. There is tremendous need for it in the world. You are all sincere people, but you don't *believe* quite enough yet in what you're doing!"

Her words were a tonic for all present. They had hoped she would give them a lot of money to pay their debts. She didn't do this at all — just enough to pay one printer's bill to start the presses rolling again. What she did was help adjust the *thinking*.

This meeting was a turning point for *Guideposts*. A more business-like financial plan was formulated. It was decided to junk the four eight-pages leaflet idea and combine everything into one 24-page magazine.

◆ THE REWARDS OF UNFALTERING FAITH

Since that unique prayer gathering on Dr. Peale's porch in 1948, *Guideposts* has had a spectacular growth!

Instead of finding its main support from churches, who have their own denominational publications, *Guideposts* drew a surprisingly good response from business men, who being practical men, looked for practical ways of expressing a personal religious

philosophy. Result: many companies subscribed to *Guideposts* for their employees.

Yet, while a total of 950 companies now order many thousands of subscriptions, they represent only a fourth of the *Guideposts* subscription total of over 750,000!

Guideposts survived despite unbelievable obstacles due to the tenacity of a few people who continued to have faith when every human instinct said, "It will never make it."

Today, the *Guideposts* business office operates with 115 people on a 50-acre property in Carmel, New York. The editorial office of 15 people is located in the new Carnegie Building in New York City.

Guideposts' growth has been in proportion to the spiritual growth of its personnel. Many, like Len LeSourd, started without any real convictions, but acquired them strongly.

Faith *can* move mountains. The success of *Guideposts* is a thrilling example.

◆ PROFIT BY THE MISTAKES OF OTHERS

Reading between the lines of this account, you can find the help and inspiration you need to succeed in your own business venture — or in any worthwhile project you undertake in life.

There were numerous times during the years that this small group of men behind *Guideposts* were trying to get the publication on its feet, when they might have felt justified in "quitting." But despite all obstacles and setbacks, they never lost faith in the *idea* — their belief that when they finally developed the right format — the right way to present its inspiring message to the public — it would succeed.

Do you have the same faith in what you are trying to do *in* life — and *with* your own life? Have you been able to stand up under adversity?

Until you are taken behind the scenes in the lives and experiences of other people — it often looks as though they had

little or no struggle to get where they are. But real success is never won easily. There are always problems to be solved. Near perfect systems of doing things are not developed overnight.

"One of the most important things I ever learned," a prominent business man once said, "was how NOT to do things."

If you have begun to learn *this* lesson, you are on the way to success.

◆ FAITH IS NOT STUBBORN, BLIND PERSISTENCE

"I can" doesn't mean butting your head against stone walls, trying to get where you want to go by exercise of sheer force. You must use your reason, your judgment, your ability to analyze and evaluate — to be sure what you are attempting to do is properly organized and possesses the possibilities you are envisioning for it.

The editors of *Guideposts* didn't succeed just because they wanted to succeed. Their mistakes almost defeated them. Your mistakes, if you are making any, can be as damaging to you, unless you discover and correct or eliminate them.

Faith alone won't see you through. God has given you intelligence — a mind with which to think and to act.

Mrs. Durlach jolted the supporters of *Guideposts* when she told them they were "*thinking lack*".

That's a good question for you to ask yourself:

Are *you* thinking *lack*?

If you are, you are cancelling all the possible results that your prayers, your plans and your faith might bring to you.

Lack, in any form, is so negative that it will disturb you mentally and emotionally every time you think of it. You can't think in terms of *abundance* when you fill your mind with a sense of *lack*.

Your greater success will be achieved when you put aside all feelings of limitation and decide that you *can* — that ways *can*

and *will* be found to surmount any and all obstacles, to solve any and all problems.

The "I can" attitude, maintained from day to day, is unbeatable. It is the philosophy of success. "I can't" is the philosophy of failure. Drop the word "can't" out of your vocabulary. When you do, a new, positive feeling instantly replaces all negative thoughts.

No matter how difficult a situation you may be facing — when you approach it with the attitude "I can" — things begin to happen, the atmosphere commences to clear — the ideas, the people you need to help straighten things out, come into being.

Try it — you'll surprise yourself with what you *can* accomplish!

Case History Dynamic 6

How The Matterns Have Helped Others to Help Themselves

The Matterns, H. C. and Mary, to whom this book is dedicated, believe implicitly in God, but they also believe in man, and the eternal obligation man has to use his God-given powers to help himself.

"If man expects to have God for a partner," say the Matterns, "then man must expect to do his share of the work by using what God has provided for him to the best of his ability. Sometimes man may feel that God has short-changed him by not equipping him as others have been equipped. But God doesn't will that some are born blind and deformed. In this Free-Will universe accidents do happen, and man's mistakes in thought and act do bring about unfortunate conditions. This life is a great developing school. No one has exactly the same problems and obstacles to overcome, but each person, if he is to succeed, must accept his situation uncomplainingly and start to work with God, with what he has."

The Matterns, a living example of this philosophy, have helped untold thousands of men and women, in their continuous travels from coast to coast. They have helped them without thought of time or personal expense or sacrifice, responding to human need wherever they have encountered it. In so doing, they have bought and given away to these people over eight thousand copies of my book, *Your Key to Happiness* — a book to which the Matterns attribute their own success in life.

Some years ago, in Akron, Ohio, they heard of a young girl, twelve years of age, who had been born without any semblance of legs, whose father was dead, and whose mother and brother did not possess sufficient resources to get her the one thing she wanted so that she could help herself — a collapsible wheel chair.

The Matterns, then in Cleveland, sent Irene Forrester a specially marked copy of *Your Key to Happiness* for her to study, together with the assurance that they would find a way to get her the wheel chair.

The day being Sunday, they set out on Monday morning early, calling upon merchants, restaurants, and banks, every kind of store and individual who might possess tax stamps which would entitle their holder to three cents on the dollar. Such stamps are often turned over by business people to "crippled institutions." By nightfall, the Matterns had collected three cigar boxes full of these tax stamps, representing so many hundreds of dollars of purchases, that when redeemed, they had enough money to buy the wheel chair. In addition, the Matterns bought and gave to Irene Forrester a Mix-Master so that she could make cookies to sell and provide an income for herself.

Calling upon this remarkable little girl, they were amazed to see her at work in the kitchen, walking about on the kitchen counter, on her hands, using them as legs, reaching up with one hand as she supported her trim little torso on the other hand, while she took down the supplies she needed from top shelves.

An ex-convict, whom the Matterns had had paroled to their custody, and who had been taken with them on the visit to Irene, remarked when he saw what this spirited young girl could do: "She's not crippled — I am," and tapped his own head.

Inspired by the Matterns, Irene was able to get herself some artificial limbs which were fastened to her body with a harness and straps fitted over her shoulders. They were heavy and cumbersome and painful to use, but she struggled cheerfully with them.

It was Irene's ambition to make enough money so that she could take her ill mother on a trip back to her home in Virginia for a visit before she died. She began to do baby sitting, developing such an ability to mix formulas and care for small babies that she was in great demand by the neighbors.

The Matterns had emphasized, as a part of their working philosophy, that Irene must share her good fortune with others, that she must pass on her blessings, so Irene volunteered to read to blind people; she started raising flowers and vegetables, and devoted time each week calling on poor people, with cookies, flowers and vegetables as gifts.

Every so often, regularly, Irene would furnish the Matterns with an itemized statement of her earnings and how much she shared of these earnings with those less fortunate than she was.

Today a beautiful young woman, Irene teaches a Sunday school class, on week-days, serves as secretary in a big law firm, and, with her earnings, is headed for a higher education in sociology at the University of Akron. She went through high school in a wheel chair, attending the football games and other events along with her classmates.

Recently, Irene's proudest possession is a pair of new, light, mechanical legs which bend at the knee and ankle by the mere pushing of buttons. These legs, given to her by the State, have enabled her to get about so naturally and easily that people have thought they were her own, and that she was only a victim of polio.

The Materns have a happy picture of Irene, standing on her new legs, which take her up and down steps as well as across a street or anywhere else she wants to go.

Romance has been reported as in the offing for this attractive, dark-eyed, dark-haired young woman who, given a little help in helping herself, has gone the rest of the way on her own.

Thought Stabilizer: *"The best way to help me lighten my own burdens is to help lighten the burdens of others. By so doing, I gain in inner strength and faith, in the ability to face things which formerly may have seemed insurmountable. This is my resolution from now on: 'Certainly it can be done — and I can do it!' "*

THE CODE OF FAITH

From this moment on—

- 1. I can do all things within the range of my own ability.**
 - 2. I can face difficult problems and work out a solution.**
 - 3. I can make up my mind and act on my decisions.**
 - 4. I can and will look for the "blessings in disguise" behind unfortunate happenings and setbacks.**
 - 5. I can eliminate all negative attitudes by removing the word "can't" from my consciousness.**
 - 6. I can transform past failures into successes by refusing to think "lack"—by thinking and knowing, instead, that there is an abundance of good things about me, once I develop and maintain the right attitude to get them.**
-

CHAPTER 7

The Great Healer of a Thousand Misfortunes

SOME YEARS AGO, in the crowded dining car of a train bound from Los Angeles to Chicago, I was placed at a table next to a somber middle-aged couple where I could not help over-hearing their conversation.

The man was saying: "What's the matter -- don't you feel like eating?"

"Not much," said the woman.

"I can't understand you, dear -- why you're always so depressed . . ."

"Because I worry so much," she replied, "and you don't do anything to cheer me up."

"Don't say that," he protested, "you know I always try. I save up jokes to tell you at breakfast so they can brighten you up and start off the day right. I don't talk about my business. I keep the conversation on the light side . . . If you feel moody, I don't talk -- I leave you alone -- and still you aren't happy!"

The woman looked desolately out the car window at the desert landscape.

"I don't know what it is," she said, finally. "I just can't be happy."

The man eyed her. "Well, I don't know what else I can do," he said, after a long moment. "Maybe — we're not good for each other. Maybe that's the trouble!"

The woman appeared startled. "No — no, that's not it," she denied. "I don't know what it is . . ."

The man fumbled in his pocket and came out with a clipping he had cut from a magazine. "Here," he said, "I came across this last night — I thought it was funny . . ." Then he read her the joke, which escapes me after these years. But she smiled at it, despite herself, and picked up her fork and nibbled at her scrambled eggs.

"I thought that would make you feel better," said her husband, obviously relieved. "If you could just stop thinking about yourself all the time — you'd be all right!"

They ate on in silence, somewhat happier, I thought. I finished my light breakfast and left the diner, wishing I might have said something to brighten their day.

Since that experience, I have reflected many times on its pathetic nature — how desperately hard these two people were trying to find something to laugh at to bring cheer into their lives — the poverty of good humor between them.

People in trouble must be able to lighten their load with humor or the burden will become too great. It will lead to illness, a nervous breakdown or some act of violence.

◆ LAUGH YOUR TROUBLES AWAY!

Don Eddy, in the November 1954 issue of the *American Magazine*, tells how Helen Traubel, the famed Metropolitan opera star, laughs her troubles away.

"I had the blues one night," he writes, "as I tuned in Duffy's Tavern, and it made me no cheerier to hear that an operatic

soprano was guest of honor. I can think of things I enjoy more than most operatic sopranos. But Miss Traubel appeared before I could turn to another program, somebody cracked a joke, she let out a delighted roar of laughter — and I was lost. I felt my face break into a grin.

"Thereafter, she seldom stopped laughing until the show was off the air. Her infectious mirth threw the actors, technicians, and auditors, including me, into helpless, howling hysteria. I laughed so hard I forgot what I had been blue about.

"I decided the Traubel laughter was pretty potent medicine, but I couldn't help thinking: Sure, it's easy enough to laugh if you're a big star with no worries except your income tax.

"I didn't know then what I have since discovered — that by deliberately cultivating good humor and looking for the humorous side of every experience, she creates for herself a secret weapon that conquers all her problems.

"It was her salvation in childhood, when other kids made fun of her heftiness. It carried her through the death of her parents and an unfortunate marriage. It kept her going through 23 years of penny-pinching musical training, unpleasant discipline, and caustic criticism. It saved her from going high-hat after she struggled to the top of the most high-brow form of music, grand opera. It helps her win business arguments ('I let the other guy get mad') and she believes it keeps her in robust health. Quite literally, she has learned to laugh her troubles away.

" 'Sometimes you have to work at it,' she confesses, 'just as you have to work at anything you want. But anyone can do it. When things get really gloomy — and, believe me, they occasionally do — I close my eyes and move myself a mile away from my trouble, where I can get a good look at it. Always, if you'll do that, you can see something to laugh about. And you can't be troubled when you laugh.' "

◆ NO MEDICINE LIKE LAUGHTER

There is no tonic the equal of laughter when it is spontaneous and unrestrained. It seems to permeate every cell of both body and brain. It releases nerve tensions, relaxes you physically and mentally, raises your spirits.

The habit of frequent and hearty laughter will not only save you many a doctor's bill but will also save you years of your life. A jolly physician is often better than all his pills.

My uncle, Dr. Mahlon F. Baldwin, was one of the best known and best loved medical men in the state of Indiana. He practiced medicine for over fifty years, beginning in the horse and buggy days. He possessed a wonderful sense of humor. When anything struck him funny, he laughed all over, tears ran down his face, he fairly "whooped and hollered" and gasped for breath.

Many times, as a young man, I have sat in Doc Baldwin's office and watched him treat his patients — a seeming never-ending stream of them — oldsters down to babes in arms. They would come in, weighed down by their aches and pains, some gravely concerned over their physical condition. But he sent them all away with some pills or a bottle of medicine and a shot of Old Doc Baldwin's "nerve pep" in the form of health-restoring laughter.

"Well, Mother," he would say, to a little old lady who looked like the next step might be her last, "Where do you think you're going? To your own funeral? . . . Why, there's nothing seriously wrong with you . . . That's not your heart . . . Just got a little gas pocket up there, crowding it. Here — what you need is a laxative! Take this pill. Swallow her right down. Now you'd better git for home as quick as you can -- because that pill works fast! Don't you worry — you'll be fit as a fiddle by tomorrow morning!" He had something different and special to say to each one.

◆ THE POWER OF SUGGESTION

Along with the pills, Doc Baldwin dispensed a funny story, laughing so uproariously at his own jokes that glum patients, in the waiting room, were cheered up before they even got to see him.

"That's Doc Baldwin . . . !" I've heard countless men and women say, "There just isn't anybody like him. He makes you feel good without even doctoring you!"

And when his office hours were over, Uncle Doc would sprawl out on the sagging leather davenport, take out a long cigar, light it, blow smoke rings and laugh, as he relaxed and reminisced about the patients he had treated.

"Most folks don't need medicine," he would say, "They just need to be told they're not sick. Maybe they've got upset over something that happened at home or at work . . . they've begun to have fears and worries . . . it affects their stomach or bowels . . . they get a headache, a pain in the back or gut — and palpitation of the heart. They're sure they're going to die — so they come running. All I do with people like that is give 'em some different colored sugar-coated pills that don't have any medicine in 'em. But I make 'em think those pills are loaded with just the right drug to fix 'em up — and their minds do the rest. There is nothing that beats the power of suggestion. Get fear and worry out of the system and nature takes over after that, and does a job!"

◆ BE YOUR OWN DOCTOR — PRESCRIBE LAUGHTER

If a doctor can do this for his patients, why can't you do it for yourself? Give yourself a LAUGH prescription. Laughter is a foe to pain and disease; a cure for the blues, melancholy and worry. Laughter is contagious. You can't laugh without affecting everyone around you.

Laughter keeps the heart and face young and enhances physical beauty. It is nature's device for exercising the internal organs and giving you pleasure at the same time. It sends the blood bounding through your body, increases respiration, and gives warmth and glow to your whole system. It expands the chest, forces the poisoned air from the least used lung cell. Used as a table sauce, laughter sets the organs to dancing, and thereby stimulates the digestive processes.

Perfect health, which may be destroyed by a piece of bad news, by grief or anxiety, is often restored by a good, hearty laugh.

So why are you permitting a business failure, a lost friendship, a misunderstanding, a disillusionment, a disappointment or an ache or a pain — any kind of a physical or mental handicap — to get you down?

Start giving it the *laugh treatment*.

Take the cork out of the bottle labeled "A-SENSE-OF-HUMOR" and give yourself a big dose. Have a good laugh at yourself and your plight. Your first few laughs may have to be manufactured—they may not be too hearty—but you'll discover that they start loosening you up—that you begin to get a wider, more hopeful perspective—a new hold on yourself—more fighting spirit!

A grocery store merchant lost his business in a cyclone. He had no insurance. The next morning, he put up a tent where his store had been, and stocked it. Above the door of the tent, he placed a sign:

IT WAS A BLOW TO ME
BUT YOU CAN SOFTEN THE BLOW
IF YOU'LL BLOW IN AND
BLOW YOUR MONEY HERE!

He gave his customers a laugh—and the cyclone proved an ill wind that blew him *good*!

◆ **START SERIOUS BUSINESS CONFERENCES WITH A LAUGH**

Today, many business and governmental executives are recognizing the value of laughter, interjected in the form of a funny remark or story, at the right time, in important conferences. Some leaders even employ a man or woman who possesses the gift of humor, to sprinkle a little of it, judiciously, throughout meetings when conferees are becoming too aroused or too tense.

Everyone remembers the historic example of Abraham Lincoln who, during the grim days of the Civil War, would deliberately ease the tensions of his cabinet members by telling them a simple, humorous story. Some of them would occasionally protest this levity at such desperate moments, but Lincoln was never dissuaded from using humor as an aid to clear thinking — knowing that the relaxed mind is the calm mind.

Study the effective public speakers, how they introduce humor at strategic points in their talks, just as their audiences may be on the verge of getting restive. They know that people can listen to a serious presentation only so long and then they have to have some sort of relief.

Keep this in mind when you have something important to say. Don't stay on the serious side too long or you will lose your listeners' interest.

The same applies to the recitation of your own troubles. Your friends or loved ones may give you sympathetic attention for a time but if you keep on repeating your complaints, they will commence shying away from you.

◆ **MAKE LIGHT OF YOUR ILLS**

Some of the cheeriest people I've ever known have had, on the surface, the least to be cheerful about. I am thinking of a bed-ridden woman by the name of Mrs. Leavens, an arthritic

cripple, who because of her great love of people, her warm-hearted interest in them, their activities and their problems, had a stream of men and women calling upon her, enjoying her sparkling wit, her well-informed comments about music, art, the theatre, literature and world events.

It was a tonic to be in the presence of this radiant woman — you forgot her hunched-up body entirely as her wonderful spirit dominated each visit. Instead of your cheering her up — she cheered you up! You always left with the feeling that you could do better with your life than you had been doing — that your problems didn't amount to much in comparison — that you should be ashamed of yourself for complaining of physical or other ills.

One day I asked Mrs. Leavens how she did it.

"Do what?" she asked.

"Keep cheerful all the time?"

"Oh," she laughed, "I have my moments, but no one else knows it besides myself. I've discovered you can get accustomed to pain and that the pain is much less when you put your mind on other things than your body. I've suffered the *most* pain at moments when *I've allowed myself to feel depressed* or despondent, so why permit such feelings? It takes a little *doing* to be cheerful, to disregard a physical condition, but it can be done. And when you do it, you find there is still much in life to enjoy and for which to be thankful."

◆ A TIP TO INVALIDS

If you are an invalid, in the care of others, in a hospital or in the home of a loved one, there is one great contribution you can make to ease the burden of this care:

BE CHEERFUL

It isn't easy for those who are well to devote years of their lives to those who are sick. Yet, in many households, this situation exists.

So if you are a part of such a situation, the individual about whom this condition revolves, **BE CHEERFUL!**

This is the least you can do to help others help you. It's a state of mind you may have to develop. There may be little to laugh at or feel cheerful about — but you can change the atmosphere wherever you are by a change in your own attitude. Set an example that will be an inspiration to everyone around you.

Cultivate the ability to laugh at yourself once and awhile. This is the surest way to maintain the right perspective when things go wrong.

A guest at a house party knocked over a rare vase and broke it. Her grief-stricken apology was met by the laughing assurances of the hostess: "Think nothing of it, my dear! That vase was given me by a wealthy friend some years ago. I've worried so much ever since for fear something would happen to it, that I haven't enjoyed owning it. Now you've relieved my mind completely!"

◆ LAUGHTER — A NEVER-FAILING MAGNET

Wherever you see a group of people, you will observe that they gather around the most cheerful, radiant, fun-loving individual. Nobody loves a sourpuss.

It is a good plan to look in the mirror occasionally and study your own face. Ask yourself: "Would my face attract anyone to me? Would I like to live with such a face myself?"

How you feel is recorded, instantly, in your face. There have possibly been times when you have been in pretty bad shape — physically, mentally and economically. Even so, have you improved your situation any by looking like the personification of *gloom* and *doom*?

Give yourself another good going over in the mirror! Is your face reflecting what you would really like to feel? Or is it reflecting your fears and worries, your self-pity and resentment, your despair and defeatism?

Don't face only your face — *face yourself!* Think back! If you have melancholy spells, fits of depression, unhappy moods — if you're in one now — what's the reason? Smoke out the cause! Get at the nub of the trouble.

Ask yourself:

"How in the world have I ever allowed myself to get in this mental and emotional rut? . . . What will I have to do to snap out of it?"

Having asked these questions you'll get the answer if you really want it. The answer may not be complimentary. Any unpleasant truths about yourself usually hurt. But these truths are like a needed purgative: they do you good, they cleanse your consciousness, free you from thoughts and feelings which have been poisoning your system.

No wonder you find it difficult, almost impossible to laugh, if you are gripped by such feelings!

A man once brought his wife to me declaring that she had not laughed in *eight* years!

"She won't tell me what is wrong," he said. "She just sits and mopes or cries. She won't go anywhere or take an interest in anything outside the home. I've had her to all kinds of doctors and psychiatrists. They say her trouble's in her mind, but they can't determine what has caused her to act this way."

I asked this woman if she enjoyed feeling like she did.

"Of course not!" she said, "but I can't ever forgive him for what he did to me!"

"What did I do?" her husband demanded.

"You know very well what you did!" she replied, with bitterness.

The husband gave me a helpless look. "This is as far as I ever get," he said. "She won't talk — she just sulks like this. We haven't had any married life all this time. It's been hell."

This fact was obvious. I marvelled, as I studied this woman and her disturbed mental state, that her husband had stuck with her all these years.

"Do you want to live the rest of your life this way?" I asked her.

She shook her head.

"Then you will have to let us know what is upsetting you. If you won't tell him — tell me. As long as you have it on your mind, you'll never be happy."

She finally decided that she would reveal to me what had been troubling her. Eight years ago, a woman friend had visited her and flirted with her husband. She suspected them of having had an affair. This suspicion had caused her feelings to freeze at that point. She hadn't dared accuse her husband for fear that what she suspected would be proved true. And yet, the thought that he had been unfaithful had made her want to punish him by withholding her expression of affection.

Once she had confessed the feelings to me, she said she felt better. Given permission to talk to her husband, I learned that her suspicions had been utterly groundless.

"You see what you have done to him and to yourself by not clearing up this situation at the very start?" I pointed out. "You can't do anything about these lost eight years, but you can start doing something about your present and your future."

"Can you ever forgive me?" she asked, turning to her husband.

"I can — if it's all over," he answered, "if you can be the wife to me you once were . . . the woman I loved when I married."

A faint smile came over her face — a face which had been set so long in a mold of melancholy. Then, a light came slowly back into her eyes, and, from her throat, a cry of joyous release. Her husband took her in his arms. Laughter was mingled with tears, as they planned a second honeymoon together.

When things get so bad that you can't laugh it's time to take stock of yourself. Whatever your trouble, don't keep it penned up inside. Get it out of your system. You'll never overcome it, if you don't. You'll get no joy out of living, and others won't enjoy living with you.

Look around you and you'll always find people with whom

you wouldn't trade places. You've often heard it said that, "There's nothing so bad that it couldn't be worse!"

So drop the "laugh bomb" on your troubles — and blow them to smithereens!

Case History Dynamic 7

How Major Bowes Cured His Employees of Taking Him Too Seriously

In what some like to refer to as "the great days of radio," I was assigned to work with Major Edward Bowes, famous master of ceremonies of the highly popular Bowes Amateur Hour, in announcing the big New York Evening Journal Music Festival at the Polo Grounds.

This made a conference with Major Bowes necessary and I called on him in his office in the Capitol Theater building, arriving shortly after he had come in from a luncheon, at which he received a gold medal, with pin attachment, from a women's club for his "distinguished services to radio in particular and humanity in general."

Employees and executives were gathered about the desk of the great man, admiring this latest of many honors which had been bestowed on him, extending proper congratulations, and acting suitably awed and respectful.

All of this deference had not escaped Major Bowes who, seeing me standing, waiting to confer with him, dismissed his admiring staff. He picked up his "badge of merit" and gave me a look at it, since I was the only one in the building, apparently, who had not yet seen it. Then, with a wink, and looking about to be certain no one saw what he was doing, Major Bowes stood up and fastened this pin on the seat of his pants!

He sat down again, a bit gingerly, to be sure the pin didn't jab him in this tender target area, and then went into a dis-

cussion with me of the program we were to conduct that night.

Several times during our conference, Major Bowes got up and went out of his office, ostensibly for the purpose of letting some of his employees or associates glimpse the pin on his rear. He called some of them in to his desk to ask them questions or give instructions. But much as he moved about, no one noticed his "decoration." He appeared disappointed that the dangling medal had not been sighted at once.

Finally, taking me to another room to check on some broadcasting copy, he returned to "discover" that his medal had disappeared from the jewelry box on his desk, in which it had been contained.

Calling in his secretary, he demanded to know "what was the big idea" — who was trying to play a joke on him? The secretary, nonplussed, said she couldn't imagine but she would try to find out. Soon, the word that someone had lifted Major Bowes' medal had raced through the office — and the search was on.

Major Bowes was mad and there was going to be hell to pay. When the pale-faced secretary came back to report that the medal could not be found, Major Bowes pushed some papers off his desk and bent over to pick them up. The secretary took one look and choked back a scream.

"Oh, Major Bowes!" she started to say, and then thought better of it.

If Major Bowes knew where his medal actually was, he'd really blow his top. She certainly wasn't going to be the one to tell him. If she was where she could laugh, she'd do it — but right now this was no laughing matter. Instead, she ran out of the office and whispered to one employee who whispered to another, and soon everyone, except Major Bowes, as everyone thought, knew the exact location of the missing medal.

I, as the silent observer of this little comedy-drama, could only look dumb and concerned, feeling without any coaching that this was the role Major Bowes wanted me to play.

The Major timed the scene nicely, letting it build to the breaking point, then calling in his staff to demand an accounting.

"This isn't funny," he said. "Someone has certainly taken this medal — and put it somewhere. . . ." A strange expression crossed his face and he placed a hand behind his back, then turned about so that all could see. "Now who in the blankety-blank did this? Whose idea of a joke was this? Come on, now — it had to be some one of you! — Who was it?"

Each looked at one another. A few couldn't hold in any longer. They had to laugh even if they were fired.

"All right, then," snapped the Major, "if none of you will confess, I will. . . I pinned this medal on myself!"

The gasp of astonishment and relief sounded like the air escaping from an over-inflated balloon. Major Bowes unpinned the medal and put it back in its box.

"Relax," he said, "and after this, don't take anyone or anything too seriously — not even your boss!"

Many years have passed since this incident, but I have always remembered it as the example of a man who did not want to be regarded as a "stuffed shirt" and who took this means of demonstrating to his staff that he was not.

■ **Thought Stabilizer:** *"From now on, I will develop my sense of humor and put forth every effort not to take myself too seriously, realizing that this is the only way I can keep a true perspective on myself in association with others."* ■

THE CODE OF GOOD HUMOR

From this moment on—

- 1. I will always look for the funny side of things.**
 - 2. I will "laugh off" my shortcomings.**
 - 3. I will be cheerful when the going is rough.**
 - 4. I will refuse to take myself too seriously.**
 - 5. I will constantly cultivate my sense of humor.**
 - 6. I will find something to laugh at, each day, when I feel the need to relax from tension.**
 - 7. I will try to attract new friends by a more cheerful attitude.**
 - 8. I will use humor as an aid to the solution of my problems.**
-

CHAPTER 8

How Your Mind Can Be Your Best Medicine

LET'S HOPE you do not have a physical or mental disability as of now, but if you do, and if you are finding it difficult to carry on, day after day, you may derive consolation and new strength of spirit in giving thought to what other men and women have done and are doing, who are as badly afflicted as you are, if not worse.

◆ COMPARE YOURSELF WITH HELEN KELLER

Helen Keller, shortly after her entrance into this world, became a sightless, soundless, speechless creature. We can never begin to comprehend the abysmally dark void in which her entity has lived; a darkness to which even the comforting sound of loving human voices or any sound is denied.

Yet, the spirit of Helen Keller reached out through this darkness, with the infinitely patient help of those who trained her, to gain a knowledge of the world without and even to make

sounds which she could not hear, forming them into words which carried a message of inspiration to all humans of all races and colors — a message which, in effect, said to them, over and over:

"Do not be discouraged. Do not fear. Do not lose hope. There is still a chance for you to do much with your life, however handicapped you may feel yourself to be. Take heart, because what I have done, you, too, can do, if you are willing to persist, never to give up, to hold to your faith in a higher power within, and its capacity to help you help yourself."

Helen Keller has declared her unshakable belief in immortality. She has said: "I believe in it as instinctively as the fruit in the seed." She has also said: "Faith never despairs . . . every calamity, every thwarted longing is a plowing of the heart, turning its sod to the sky so that something fairer may spring up and blossom."

For those who grow faint from suffering and despair, Helen Keller has this to say: "Defeat is nothing to be ashamed of; it is routine in digging the gold of one's personality."

◆ POWER OF MIND OVER BODY

At the age of 75, Helen Keller set out on a journey to the Far East on behalf of the handicapped people of the world. She has never considered her personal comfort first. Her thoughts have always been for others.

In the course of her remarkable career, she has touched the lives of kings and princes. She has been honored by the elite of many lands, and afflicted men and women whom she has visited in homes and hospitals, have said to her: "In your presence, oh Noble Lady, my afflictions are as nothing."

Here is evidence, when the handicaps and obstacles of this life bear in upon us, that the human soul or spirit exists apart from the body . . . that it simply indwells this physical envelope and uses it as an instrument for its expression in this life. It

takes a great soul like Helen Keller, on occasion, to cause us to see the difference between the soul and the body, to realize that without the courageous exercise of the spirit, the body would have no power to respond, in and of itself.

It is important that you fully realize this distinction for if the soul were actually a *part* of the body, it would have to die with the body. But, since the soul possesses a body and indwells this body, it continues to exist no matter how much of your body is impaired and, at death of the body, the real *you* is immediately freed of this impairment.

Helen Keller has sensed this great truth and this is why she says that she believes so firmly in immortality. This fact should be forever reassuring to you in whatever you may be facing in the way of a physical handicap, and however uncertain your future appears to be.

◆ WHAT SPIRIT ALONE CAN DO

Hermann Presber had need of a sound philosophy in order to face what he was called upon to undergo. He had served in the Medical Corps in the First World War and, though athletic in his school years, had suffered injuries and illness which compelled him, after his marriage in 1927, to live as many years in San Fernando, Veterans Hospital as he had in his own home. Because of a tubercular condition which affected the bony structure of his body, he had to have most of his ribs removed. He referred to himself once, in writing to me, as "the mechano man."

A chaplain told me that he never knew a man who suffered constantly more than Hermann but, externally, he was always cheerful, never thinking of himself, always thinking of the others.

"The quickest way to forget your troubles," he once said to me, "is to help ease the troubles of someone else."

With this thought in mind, he became Service Officer for the

Disabled American Veterans, championing the cause of his buddies, young or old, helping them straighten out their tangled personal affairs and get what was coming to them from Uncle Sam. He wrote articles for *The Observer*, a Veterans publication, fearlessly and vigorously speaking his mind about things he felt were wrong in the treatment of patients, in the meals provided, in the way the Veterans Administration was run, it didn't matter what the grievance, if Hermann felt it was justified, he let the world know about it.

"I confess, I get a kick out of helping these vets fight their battles," he often said. "It helps me fight my own. I don't think I'd be here now if it wasn't for my interest in them, and in my family."

Hermann's family consisted of his wife, Alice, employed as a nurse with the Telephone Company, and a son, Phil, who was nearing manhood.

The last time I saw Hermann, he wanted to talk to me about what I thought happened after death. He said he believed firmly in a life beyond and that he already "had his order in" for a new body when he arrived "over there."

"But I'm going to keep up the battle to stay here," he said, "till Phil comes of age . . . till we have another man in the Presber family, and then I'm going to let go."

His son, Phil, came of age, September 8th, 1954 and Hermann slipped away the following New Year's Eve — which was the eve, I am personally convinced, of a new life for Hermann in a new world.

◆ YOU CAN ADAPT YOURSELF TO GET THE MOST FROM YOUR LIMITATIONS

Physical handicaps or disabilities do not necessarily mean that you need be deprived from much enjoyment in life. You can adapt yourself, if you will, to such physical limitations as you

have, and gain a great measure of personal satisfaction and sense of achievement.

Take the case of my bachelor friend, Sam Emery, who lived for years as a resident member of the City Club of New York. When a baby, he had been dropped by his nurse and suffered a head injury which had affected his pituitary glands and caused his body to grow out of proportion. He had a broad but short torso and over-long legs, with abnormally large feet. His injury had also affected his eyesight. Sam was not only color-blind but so near-sighted that he required a magnifying glass as well as spectacles, to read. In addition, the formation of his larynx compelled him to speak in a high-pitched voice.

With such handicaps as these, Sam Emery's choice of professions was limited. He suffered, at times, from severe sinus trouble and the fact that his general health was never good, caused him to choose writing as a career, which he managed to live on, aided by a small family income.

Though Sam was not able to take an active part in the adventures of life, he delighted in living his life vicariously. He would sit at the City Club Round Table, at luncheon time, when it was frequented by visiting celebrities and traveling Club members, who were explorers, editors, authors, lecturers, attorneys, doctors, scientists, politicians; outstanding men from all walks of life, many of whom were in the headlines. They all knew and loved Sam. He took part in the conversations, revealing a wide knowledge of many subjects, and his high-pitched voice would often cut through the hum of comment with a penetrating question or a pointed sarcasm.

At times, Sam would blow and bluster, railing at certain persons or social or world injustices under discussion, but everyone knew this pugnacious and, occasionally, rebellious attitude only covered the tenderest and warmest of interior natures. When anyone in the Club was in trouble, Sam Emery was the first one to organize help in his behalf.

◆ HEARING COMPENSATED FOR POOR EYESIGHT

Because of Sam's infirmities, radio was his almost constant companion. He knew the operas by heart and would rebuke me because I could not tell what numbers were being played or by what composers. He loved sports of every description and rarely missed a broadcast of any important football or baseball game. The theatre was another great love of his but he could not attend unless he could get front row seats. The same was true of sporting events; he had to be almost on the playing field or floor to get any vision or comprehension of the games.

◆ AN UNFORGETTABLE EXPERIENCE

One day, I secured front row seats to a championship basketball game which was to be played at the Old Hippodrome, which used to be situated across the street from the City Club, and I invited Sam to attend with me.

When we arrived at the Hippodrome the night of the game, we were led down the aisle to our seats by the usher who turned us in at the *second* row.

"Just a minute," I protested, "There's something wrong here. These seats are supposed to be in the *front* row!"

"That's right, Mister," said the usher. "They *are* front row—but we've put in a Double A row in front of these for the press!"

There was nothing we could do about it. "I'm terribly sorry," I said to Sam. "You can't see enough to make it worth your while. Shall I turn in the tickets?"

"No," said Sam. "We're here now, let's stay."

We took our seats. The Hippodrome was soon packed with a sell-out crowd of wildly enthusiastic fans. The Double A seats in front of us were occupied not only by newspaper men but by substitute players from both teams.

◆ AN AMAZING ADAPTATION TO CIRCUMSTANCES

Sam, so short of stature, from my point of view, might as well have been trying to see the game from a telephone booth. It was a rough, hard-played contest with many mad dashes up and down the court, and many bad spills. There was much jumping in air, especially by the guards around the baskets. I became so interested in the score, as first one side, then the other, took the lead, that I almost forgot Sam.

When the game was over and the team I had favored had won by a last second field goal, tossed in from mid-court, I turned excitedly to Sam and said: "Wow, what a game!"

"It sure was!" said Sam, "I'm awfully glad I saw it!"

"Saw it!" I repeated, with sudden regret. "I'm afraid, Sam, that you didn't see much of it."

"Oh, yes, I did," said Sam. "Such symmetry! . . . such motion! . . . those arms waving about! Those shots . . . the way they threw the ball . . . it was great!"

I stared at Sam, astounded, as I realized that his enjoyment of the game had been entirely different from mine. His limited vision had kept him from witnessing the formations as they swept up and down the floor.

Since he only saw the players from the shoulders up, he had missed their exciting dribbles and tumbles. But what he *had* seen — flailing arms, bodies leaping high, the ball flashing back and forth—had tremendously thrilled him. He knew by the general excitement that the game was close, yet the score itself was not too important. He had so adapted himself to his limitations that, despite the fact he missed much which would have spoiled my enjoyment entirely, the little he had seen had been satisfying to him!

Ever since that night, whenever I have been disposed to be disappointed when things haven't worked out right or as expected, I have thought of Sam and, if I haven't been able to change matters, I have tried to make the best of them.

◆ A WOMAN WHO LAUGHED AT HANDICAPS

When Sarah Bernhardt, the great French actress, was crippled in an accident and could not stand alone, everyone said her career was over. But they had not reckoned on the tremendous power of this woman's spirit. All her life she had disdained obstacles.

In her tours, if she could not find a theatre to play in, she would appear in a tent or a barn, but the genius of her acting overcame all surroundings, lack of staging and scenery, even costumes. Though she spoke only French, the portrayal of roles was so superbly interpreted that English-speaking people were equally moved by her performance.

Even while having to be assisted on the stage and leaning upon her escorts, the great Sarah Bernhardt made her audience forget her infirmities. Finally, a part of her leg had to be amputated but this still did not force her to retire. Her will was indomitable and her courage herculean.

In 1915, during the First World War, she made another trip to America, this time on behalf of the French government. She was then seventy years of age, yet the magic of her personality and the rich quality of her voice captivated all who saw and heard her. Eight years later, when not far from eighty, she was in her Paris home, preparing to make her first motion picture, when death finally claimed her. We may be sure that she made her final exit without fear and with head unbowed.

◆ ONE OF LIFE'S TOUGHEST ASSIGNMENTS

It is hard enough to overcome the effect of illness and injuries but it is often even harder to overcome a condition one inherits at birth. To realize that, for so long as you may live on this earth, you must reside in the body form that nature has given you, is sometimes more than some individuals can endure.

This was the situation which confronted Angelo Rossito who was born into a normal-sized family consisting of two brothers and a sister, and who realized early in life that he was not to grow more than 35 inches tall.

There can perhaps be no more frustrating feeling than for an individual to be compelled to accept the fact that through some glandular deficiency, his or her body is not going to develop to proper size or proportion. Such "Little People" have the same minds, the same sensitive feelings, the same aspirations as any other humans, yet they are faced with certain inescapable physical limitations. How to make the best of them is the imperative question.

Angelo wasted little time on self-pity. His home town was Omaha, Nebraska, and there he capitalized upon his diminutive size by qualifying as cheer leader during his high school career at Omaha Tech and Creighton Prep. He made the High School Debating Team and was ambitious to become a lawyer but the depression came along and Angelo was compelled to turn to acting and the selling of newspapers as a supporting profession. He went to Hollywood and secured roles in many pictures, play-with top stars. He has, however, never given up the selling of newspapers because he has found that picture work is uncertain but the newspaper business can be depended upon, day after day. He weighs only 70 pounds but his short arms and hands and legs as well as short, stocky body are powerful. He often astounds newspaper patrons by carrying heavy bundles of papers on his head and jerking the bottom paper from the pack, when making a sale!

Angelo is not sensitive about his size and has used it to advantage in many ways. At holiday season, he has dressed as a Donald Duck toy for the May Company; he has had his own Disc Jockey radio program; he and many of his "Little People" friends have worked in airplane plants, doing jobs inside the frame-work of planes where average-sized people are at a great disadvantage.

Angelo is married to an attractive woman, herself a "little person," four feet in height. They have two normal-sized children, a young daughter and a son.

Today, Angelo has a newspaper stand at the corner of Hollywood Boulevard and Cherokee, in Hollywood, where he is the most popular newsman for blocks around. Each evening, friends gather to "pass the time of night" with him, to engage in humorous repartee, and to discuss the issues of the day.

You forget the difference in size the moment you start talking to Angelo because you instantly appreciate his character and the quality of his mind and personality. His life experience and what he has done with his life, the success and happiness he has attained, is proof again, that the only *real* handicap any of us actually has is in our minds!

How small and insignificant most of our handicaps appear when we compare them to what others have had to face and to overcome! You *can* recover from seemingly impossible illnesses and injuries if you *will*. Medical science can help you up to a certain point but you have to go the rest of the way yourself. Your own mind, when everything humanly possible has been done for you, is your "best medicine".

Strong doses of right thinking, taken daily, can produce the courage, the faith, and the fighting spirit, to get you back on your feet, physically and mentally. In moments, when you feel that you just can't go on, think of others. Take new strength from the realization that they didn't give up, that they fought their way through to partial or complete victory, gaining much happiness which otherwise would never have come to them.

◆ YOU CAN THINK YOURSELF SICK

You have heard that if enough people remark about your not looking well, you will get sick. The repetitive power of their suggestions, finally accepted by you, upsets your nervous system and brings on a condition of ill health.

Conversely, if a sufficient number of your friends tell you how well you look, these positive declarations can make you feel better and contribute to your recovery from an illness.

Now if the thoughts of others can have this strong an effect upon you, consider the power of your own mind and your own thinking, as applied to your state of well being.

There are many men and women who have become so self-conscious and super-sensitive that they imagine each ache and pain is the beginning of some illness. They worry themselves into indigestion, constipation, heart palpitation, asthma, arthritis, rheumatism, and a multitude of other physical ills because of uncontrolled emotions.

"I just know I've got this or that!" they will tell you, and they are so sure of it that they won't take the word of one doctor, they keep going the rounds until they find a physician who will pretend to find something wrong with them and may either prescribe a remedy or perform an operation.

Often-times, individuals who do not want to face an unpleasant situation in life, or wish to escape assuming responsibilities — develop synthetic illnesses to give them an alibi or get them out from under. They miraculously recover when the crisis is over and life is running smoothly once more.

You will know if you have a tendency in this direction. Admit it, if you have, and go to work on yourself to eliminate this weakness.

Imaginary heart trouble takes on all the symptoms of a real heart attack or impairment. Just as a person can be hypnotized and given the suggestion that his heart will beat faster through fear—the individual who is tense and who is visualizing an inability to face something quickens his own pulse.

An aunt of mine lost a soldier son in the First World War. She kept herself in a state of ill health as an excuse for not going anywhere, withdrawing from her clubs, her church work and her social activities, living virtually alone, after her husband died, in an old mansion on a hill overlooking the town.

The hill had been named "Sunshine Hill" but there was little cheer there. My aunt continued to imagine that her life had been ruined by the death of her son. Despite the efforts of friends and relatives to get her to change her attitude, she preferred the role of the martyr and refused to try to make the best of a grievous event. Brilliant, talented and delightful personality that she had been, she thus deprived all who had known and loved her of the joy she might have given them.

Some men and women use imaginary illnesses as a means of "getting even" with a friend or loved one; to attract attention to themselves or force people to do what they want them to do. You can never command love and respect this way. Sooner or later, the device is found out and you are the one who is punished.

◆ A COVER-UP FOR SOME LACK IN YOU

A wife who takes to her bed because of some imagined slight, criticism, or suggestion is reverting to some infantile reaction. When a child she may have found that she got special attention and consideration every time she didn't get her own way—if she would put on a tantrum or feign illness. Some adults get violently sick at their stomachs as a psychosomatic protest against things they don't like or won't accept.

A husband, if he finds the competition too tough at work, if things go wrong and he feels himself incapable of straightening them out, may get sick until someone else has stepped in and done his job for him. This again, is a reversion to a childhood condition when his mother or father have shielded him from unpleasant tasks by doing them, themselves.

Usually, if you discover that you have tendencies toward illness as a means of escape from certain responsibilities you can free yourself from this condition by tracing this urge back to its source.

You have the power to meet life's happenings as you should

just so long as you don't permit it to be short-circuited by some childhood complexes which you should have outgrown. No self-respecting adult wants to be a baby. Check your reactions from now on—to be sure you are facing each situation in a mature, responsible manner.

Your courage and your faith can and will support you in your hours of need, if you decide now to assume the right mental attitude toward whatever happens. This will enable you to adjust to illness, to injury, to any kind of physical handicap. There is a great source of forbearance and assurance in the faith that other good days and good things will come after the unhappy time is passed.

Case History Dynamic 8

How Eddie Rickenbacker Held Out in the South Pacific

Eddie Rickenbacker, former famous auto racer, America's greatest flier in World War One, now president of Eastern Airlines, would not be alive today — nor would his companions who were ditched with him in the South Pacific during the Second World War and adrift in lifeboats for seventeen interminable days and nights — had it not been for Rickenbacker's never-say-die and never-give-up hope resolution.

Eddie "knew" that they would be sighted and picked up if they could only hang on long enough. Some intuitive inner feeling told him this. His job, until then, was to keep the morale of the men up. Because of his past experience in facing possible death time and again, Rickenbacker possessed a greater faith and ability to meet this perilous situation than most of the men with him. They needed someone around whom they could rally. Rickenbacker, without assuming to take command, supplied this leadership. He believed in prayer, believed in the

power of mind, believed that if their faith and their will to survive held out, they would eventually be rescued.

There could hardly have been a more severe or exhausting test of faith and stamina than Rickenbacker and his companions underwent during those rigorous days at sea. There were times of high hopes, to be dashed by crushing disappointment, when search planes passed and didn't sight them; times when they were without food and water. But there were other times when rain squalls supplied water to drink, and the time when Rickenbacker grabbed a sea gull which alighted on his shoulder, to furnish something to eat.

Finally, as all the world knows, a pilot, taking one last turn around this area of the South Pacific before all search flights were called off and Rickenbacker and his party given up for lost, chanced to spot them.

There was actually no "chance" to it. This pilot testified that something "compelled" him to swing about in a wider range than had originally been plotted—and it was in this area that Rickenbacker and his fellow survivors were seen.

Their prayers, their faith and their steadfastness in the face of overwhelming odds, had seen them through. Rickenbacker's unflinching belief that they would "make it" had been a mighty bulwark in their fight for life.

■ **Thought Stabilizer:** *"No matter how tough the physical or mental ordeal I may be facing, I will hold out, in the faith that help will come in some form to rescue me from my predicament or affliction."* ■

THE CODE OF HEALTH

From this moment on—

- 1. I will not let illness get the best of me.**
 - 2. I will not become a victim of imaginative diseases.**
 - 3. I will keep a positive attitude of mind even in the face of physical distress.**
 - 4. I will always remember that others have surmounted greater difficulties than mine.**
 - 5. I will try to forget my own ailments by doing what I can for others.**
 - 6. I will make every effort to get the most out of my limitations.**
 - 7. I will never abandon faith and hope and the determination to rise above all conditions.**
-

CHAPTER 9

The Creative Power Within You

PERHAPS YOU'VE ALREADY OBSERVED that many experiences you have considered unfortunate, even tragic, have turned out, in time, to be the best things that every happened.

You lost a job only to land a better one; you failed in business only to find an opportunity to make more money in some other field; you lost the girl or man of your dreams only to discover someone even more desirable; you missed a plane or train only to learn that you escaped possible injury or death; you have been born or afflicted with a physical handicap only to develop qualities and abilities you might not otherwise have possessed.

◆ THE POWER WITHIN HAS HELPED

How did these good things come to pass? Why, after a series of unhappy experiences, have you finally had a change of fortune? There has to be a reason. Nothing happens by accident. You are living in a universe that is ruled by cause and effect.

That's the answer! What has happened to you, at any time, is the effect of causes you have created by your own thinking, good or bad.

Here is why: you possess, in your subconscious mind, a great God-given creative power. It operates impersonally. If your thinking is positive, it will bring you positive results; if your thinking is negative, it will attract negative happenings. The functioning of this creative power is infallible. It never fails to operate in this manner.

You've heard this before—I have had much to say about it in my book, "TNT—The Power Within You," written with Claude Bristol. But it is so vitally important to your success in life that certain fundamentals are worth repeating.

- 1. YOU INFLUENCE THIS CREATIVE POWER BY HOW YOU FEEL ABOUT THINGS—BY THE NATURE OF YOUR DESIRES AS WELL AS YOUR FEARS.**
- 2. THE STRONGER YOUR DESIRES, AND THE STRONGER YOUR FEARS, THE MORE YOU INCREASE THE FUNCTIONING OF THIS POWER, EITHER FOR OR AGAINST YOU.**
- 3. THIS CREATIVE POWER WILL NOT PROTECT YOU FROM YOUR WRONG THINKING. IT RESPONDS ONLY TO YOUR DESIRES OR FEARS—AND HELPS BRING TO YOU WHATEVER YOU DESIRE OR FEAR—WHETHER OR NOT IT IS GOOD OR BAD FOR YOU.**
- 4. AS NEARLY AS IT CAN BE DESCRIBED IN WORDS—THERE IS SOMETHING ELECTROMAGNETIC ABOUT THIS CREATIVE POWER. IT IS MAGNETIZED BY YOUR OWN THOUGHTS AND FEELINGS—AND ATTRACTS**

WHATEVER CONDITIONS, CIRCUMSTANCES, RESOURCES AND PEOPLE YOU NEED, IN DIRECT ACCORDANCE WITH YOUR DESIRES AND YOUR FEARS.

- 5. IF YOUR DESIRES ARE GOOD, THE RESULTS WILL BE GOOD. IF YOU FEAR YOU CANNOT SUCCEED OR THAT SOMETHING BAD WILL HAPPEN—YOU WILL MAKE YOURSELF SUSCEPTIBLE TO UNHAPPY EXPERIENCES IN TIME.**

Here, in a few short statements, is the key to the operation of this Power Within. Study each statement carefully until these facts are firmly implanted in consciousness. When they are, you will be able to understand how you have managed to profit by past mistakes. You will see that you simply learned how NOT to do things. When you changed your mental attitude, you changed the functioning of this creative power from the negative to the positive!

Let's take an illustration of how this power works. Let's say you have lost a job because you have been inefficient, negligent, lacking in ability, haven't been able to get along with fellow workers—some reason or reasons for which you have been largely responsible.

These wrong mental attitudes on your part have caused this God-given creative power within to operate in a negative manner. Each time something has gone wrong at work, you have blown up about it, either outwardly or inwardly. Perhaps you have blamed others than yourself for the trouble. Whether they have been at fault or not, you have not helped to correct the difficulty by such feelings.

Worse than that, you have pictured the possibility of more unpleasantness and this creative power within has taken these mental pictures as the blueprints for future conduct!

Sure enough, just as you have pictured, something else goes

wrong and things keep on going from bad to worse until you have lost your job!

But now that you are out of a job, if you have been honest with yourself, you have mentally reviewed what has happened. You have been able to see yourself as others have seen you. You can now realize that your wrong thinking has contributed materially to all that has happened.

This has left you with one of two choices: either you can continue to hold feelings of resentment and refuse to accept the lessons this unhappy experience is ready to teach you—or you can decide to take the punishment life has handed you and change your whole mental attitude!

If you have made the latter decision—have resolved to profit from what has happened by removing from your mind the emotional disturbances that have influenced your creative power to attract such experiences to you—then you have shifted from the negative to the positive! Once this has been done it is just a matter of time before you will have landed a new job, with a consequent gain of new happiness and success.

This explains why, as previously stated, many men and women have “changed their luck” by first changing their thinking. It has taken a few hard jolts like the loss of a job, a failure in business, the loss of a sweetheart, the development of an affliction, to make them realize that these happenings did not occur accidentally, that they had specific causes behind them. In the majority of cases, these causes had originated in their own minds, and wherever and whenever these causes were discovered and removed the bad effects of wrong thinking disappeared!

◆ **YOU MUST DEMAGNETIZE YOURSELF FROM THE HOLD OF PAST EMOTIONS**

No individual can carry too great a weight. You must throw off the influence of past failures and tragedies. If you don't

every time you think of them, you will recall the unhappy feelings associated with these events, and these feelings will cause the creative power within to attract similar experiences in your present.

How can you think clearly about any new projects and opportunities when your mind is constantly muddled by fearsome remembrances of past mistakes and weak moments?

Perhaps you have tried to *forget* them, forever; to bury them deep down, out of sight, beyond memory, in your subconscious.

But your subconscious never forgets. It keeps a record of everything that has ever happened to you in mental picture form, together with the feeling—the emotional reaction—you had at the time.

You may not be able to *recall* many things but they are there, just the same, and if they are experiences which are associated with feelings of hate and bitterness and other destructive emotions, they are having a harmful influence upon your life.

◆ HERE IS HOW TO RELEASE THE HOLD OF PAST MISTAKES

The only way to release the hold that such past experiences and feelings have upon you is to let them come to the surface, to face them, to re-live and review them in your mind's eye. Confess your mistakes to yourself . . . accept your share of the responsibility for what has happened . . . forgive others for what they have done to you . . . remove all malice from your own consciousness . . . and fervently resolve that you will face **any** similar experiences in your present, in a constructive manner.

Think of some individual now, with whom you have had some quarrel or disagreement or unpleasant experience. You may be blaming him or her, perhaps rightfully so. However, the chances are that you have contributed your share, wittingly or unwittingly, to the misunderstanding.

Check your feelings: Are you happy maintaining the bitter-

ness you now sense toward that person? Of course not. How could you be?

Say to yourself, and mean it:

"From this moment on, I forgive this person for what he has done to me. I wish him well. I may want no further association with him but I hereafter refuse to permit thoughts of this person to upset me emotionally, to affect my nervous system, my health, my happiness."

Or, (if you desire reconciliation):

"I forgive this person as I hope to be forgiven for my part in this misunderstanding. I know that, as I remove all feeling of hate and resentment, that the way will be open for a new understanding, because like attracts like, and my changed attitude must attract a changed attitude in return."

◆ THROW OFF YOUR DEPRESSIONS

It is difficult, of course, under the various pressures of life, to hold the right feeling constantly. A mother, watching her seven-year-old daughter happily wash the dishes, said to her, appreciatively: "You must have Jesus in your heart."

"He's there now," said the little girl, "but, sometimes, he takes *trips* . . . !"

Sometimes, our good feelings take trips—not only trips but long vacations.

When your morale is low, when you are moody and depressed, you transmit your feelings to other loved ones, friends or associates. The same is true when *they* are down in the dumps. You are dragged down with them.

I've had men and women tell me when they are feeling good one day or week, that they *know* they're going to feel bad the next! They are living in anticipation of feeling miserable. This is the "order" that they give to the creative power within. They expect this condition to come upon them—and sure enough, it *does*! They hit bottom periodically.

These people usually have some grievances and resentments buried deep in their subconscious. They feel they are being neglected. . . . Loved ones don't appreciate them . . . aren't paying enough attention to them . . . are letting them do more than their share of the work. They are depressed for any one or more of a number of emotional reasons. They start brooding about it, these feelings build up in them, and, at regular intervals, they have to have an exhaust of some kind—so *they blow their tops!*

After they have punished members of their family or others by their blow-ups, they feel better. The atmosphere is cleared. They may be treated with a little more consideration for a few days. Their spirits rise, but the *basic causes* of their periodic emotional binges are not removed, and the process is repeated, usually getting progressively worse.

As you gain greater and greater control of your feelings and direct them in the right channels, you gain a greater understanding of yourself and the ability to influence your creative power within, to attract only good things to you.

Always remember, there is great power in *feeling*. The stronger you *feel* about something, the more apt it is to happen.

Your feelings *activate* the God-given creative power within and cause it to magnetize conditions around you and bring what you want to you.

You must make sure, however, that your feelings are *right feelings*—to get *right* results.

What you picture in your mind, if you put your feelings behind it, will eventually materialize in some form.

No obstacles can remain in your path when you train the full force of your creative power against them—as you picture yourself overcoming these obstacles in your mind. But—if, through fear or feelings of inferiority or inadequacy, you picture an

obstacle as insurmountable—you will handcuff your creative power and it will be unable to help you.

To snap back from a bitter experience, you have only to realize what caused it and if this cause has originated in your mind, take steps to eliminate it by thought and deed. Once the cause is removed, such an experience need never happen again.

◆ **WHAT HAPPENS WHEN YOU CONTROL YOUR FEELINGS**

Lewis Hobart, a real estate man and home-builder, used to explode when things didn't go to suit him. He would bawl out his associates, his employees, even his clients and the members of his family.

Then a new way of thinking was presented to him. He was told of a power within which was more effective than the excess energy he had been expending, trying to impose his will upon others. He was skeptical that this approach would work but decided to try it.

The successes he began to achieve first astounded, then delighted him.

Today, Lew Hobart has become proficient in the practice of constructive thinking. He has a struggle, at times, to keep from reverting to his former emotional outbursts, but each time he has maintained control, he has been rewarded by happy results in his business and personal life.

Every occasion when something goes wrong, he regards it as a test. The question is: Is he going to meet it in the right way?

A foreman on a home-building job phoned him one day to report that a truck-load of lumber had been received which was below the acceptable standard. A year or so before, this kind of news would have caused Lew Hobart to "blow a gasket". He would have gotten in touch with the lumber dealer

and accused him of trying to put something over on him. There would have been fireworks, outraged feelings, and long-lasting resentment.

Instead, he quietly said to the foreman: "Don't let them unload the lumber. Hold the truck driver there until I call back with instructions."

Then Lew phoned the lumber dealer and said: "Joe, my foreman has just told me that you've sent a load of lumber to us that is below grade."

There was a hot denial at the other end of the line.

"Now, Joe, my foreman *does* know what he is talking about. And *you* know we can't accept this lumber. If we do, and it is used on the job, we're only asking for trouble. The building inspector will catch it, in time, and there will be hell to pay. I'll be sore at you and you'll be sore at me. The time to straighten this out is right now..."

The lumber dealer broke into more protests but Lew Hobart remained unruffled, holding a mental picture that this trouble would be adjusted harmoniously.

"Well," said the lumber dealer, "so what do you want *me* to do?"

This was an indication to Lew that the God Power in his mind had made contact with the God Power in the mind of the lumber dealer and was commencing to work things out, as he was visualizing, beyond the realm of disturbed emotions.

"Joe," he suggested, "I'd like you to let me send that load of lumber back. Can I tell my foreman to tell the truck driver to return it and get another load that's up to grade?"

There was a moment's hesitation on the phone.

"Okay, Lew, have it your way. Send the lumber back."

Bitterness feeds on bitterness. Once you remove bitterness from your own mind and heart, the bitter feelings another individual may hold against you have nothing to feed upon. They must eventually wither and die.

◆ NEVER KNOWINGLY MISUSE THIS POWER WITHIN

One of the greatest mistakes in life is to let your emotions talk back to you, take command of your mind. Every time you do this you cause your God-given creative power to go berserk—to attract all manner of wrong happenings to you.

For this reason, you must always stand guard over your feelings. Your inner self is a constant battleground of conflicting emotions. Your feelings are changing with each experience, rising or falling, growing more or less intense, as you react to the experiences you are having.

You are the sum total of what you feel and have felt about persons and things! Your consciousness is filled with *feeling*. You can't think without feeling.

It is how you choose to *feel* about whatever you think which determines what you *do*.

A woman was arrested in Los Angeles for viciously kicking a little child in a stroller as she passed the youngster in a department store. Asked why she did it, she said: "I was at a bar. A man offered to give me a lift in his car. He insulted me and it made me so mad, hurt me so much, I had to hurt someone else."

Today, the automobile is one of the greatest sources for the release of feelings. You get disturbed, you want to take to the open spaces, to escape from trouble, to run away from things, to take it out on someone or some thing.

You've experienced the driver who holds up traffic, by going slow in a fast lane, just to show his authority, to enjoy a false sense of power. The longer the lines of cars he has following him, the better he likes it. He is getting even for domination at home or at the office.

A business man in Chicago was taken to court for deliberately ramming another car, which had swung in the lane ahead of him.

"Why did you speed up?" demanded the judge. "You saw the other man ahead of you . . ."

"Sure I saw him!" said the business man, "But that's just why I did what I did. I'm sick and tired of people getting ahead of me all my life!"

A teenage boy was jilted by his girl. "I'll get even with you!" he told her.

That night, he took his hot rod car and drove it, at high speed, into the corner of her parents' home. It knocked the house off its foundation and parked the car in the living room.

An officer in Pasadena came upon a man beating his car with a baseball bat.

"What's the matter?" he asked, "what happened?"

"Oh," said the man, "we both got over-heated at the same time—but I'm cooling off now."

He jumped in his car and drove off. He had perfect ventilation—every window in the car was smashed.

Feeling—emotion—uncontrolled! There should be signs, everywhere we go:

**WARNING—
CONTROL THAT EMOTION!
DANGER—
MAN (OR WOMAN) ABOUT TO EXPLODE!**

Wrong use of your God-given creative power can cause it to produce violent results or make you susceptible to bad accidents!

A colored maid killed her employer with an axe because of "a little argument over how to carve a roast."

Later, the *real* cause was revealed. The maid had had a break-up that week-end with her husband. She was burning up with feelings of hate and resentment, and this "little argument" had been all that was needed to "pull the trigger" on her pent-up emotions.

◆ **BITTER FEELINGS ARE NOT WORTH
THE TROUBLE THEY CAUSE**

If you feel bitter toward someone—and have been bitter for some time, no matter how justified you may think yourself to be—*it's not worth it.*

You are punishing yourself far more than the other person because you are living with this feeling, keeping it alive, and it is affecting your health, upsetting you mentally and destroying your happiness. Not only that, you cannot attract good things to you when your thinking is bad—when you are dominated by destructive feelings.

Make it a rule never knowingly to misuse your God-given creative power. Every time you do, you will pay a severe penalty, in exact proportion to the degree of intensity of the wrong feelings you permit to possess you!

This power within ultimately brings you every success you achieve. You may not always credit it with having helped bring you what you have desired and worked so hard to attain—but it has been the behind-the-scenes magnetizer of all that you have needed in the way of conditions and resources and opportunities, so that what you have pictured might come true in your life.

Learn to work *with* this Power Within, not *against*. Directed by good thoughts, it is dynamic, positive, highly productive. Under the influence of wrong thinking it is ineffectual, negative and highly destructive.

You should have no difficulty deciding which way you wish to use it.

Case History Dynamic 9

How Eddie Dowling Met the Test of Faith

On a Saturday evening in the fall of 1939, in New Haven, at the Shubert theatre, a new play was having its first try-out performance. It was titled *The Time of Your Life*, and it was written by William Saroyan. Eddie Dowling, its producer, was also its director and its star. His partners in the enterprise were Lee Shubert, owner of most of the legitimate theaters in New York, and the Theater Guild. High hopes had been held for this play and many prominent playwrights had journeyed to New Haven for its premiere, among them Thornton Wilder, Robert Sherwood, Philip Barry, Elmer Rice and Maxwell Anderson. Even the great George Jean Nathan, dean of dramatic critics, was on hand, as were the top executives for Lee Shubert and the Theater Guild.

That Saturday afternoon, the traditionally bitter rivals, Yale and Harvard, had played a football game, and Harvard had trimmed Yale unmercifully by a score of some 47 to 0. The students from Yale who packed the theater that night were, understandably, still smarting from this defeat and ready to take it out on anything they didn't like. *The Time of Your Life*, an off-beat play with no readily perceivable plot and a cast of screwball characters, rambling in and out of a saloon, was not New Haven's dish of tea. The performance proceeded amid increasing sounds of derision and protest out front as large sections of the audience voiced their disapproval. By the end of the first act there were great open spaces in the orchestra and balcony. By the finish of the second act only a small coterie of the faithful remained, and when the curtain went down on the play few were on hand to witness it, except those who had

to stand by — Lee Shubert, the Theater Guild, and members of Eddie Dowling's family.

Back in his dressing room, surrounded by gloom, Eddie Dowling waited for someone to come backstage and offer a word of consolation or cheer. None appeared. They didn't know what to say and thought it better to say nothing. Finally Eddie, who had sat staring at his sad image in the mirror, heard footsteps. The door opened and Lee Shubert stood in the doorway, looking down at him. There was a long moment of silence and then Lee Shubert said in a small voice: "Eddie, I don't want to put any more money in this show."

There was a conference of all concerned later in the theater lobby. Everyone wanted to close the show at once, except Eddie Dowling, who controlled the rights to the play and had the final decision. He insisted that the booking in Boston be kept and that they continue work on the production. George Jean Nathan supported Eddie, declaring that he could see what Saroyan had wanted to get over in the play idea, which the audience had missed.

At Boston, however, the performance of *The Time of Your Life* in New Haven was a triumph by comparison. The critics gave it a frightful lambasting. Perhaps they had been influenced by reports of the fiasco in New Haven but, whatever the reason, they had decided to bury the poor remains forever.

A priest, a life-time friend of Eddie Dowling's, came to him sorrowfully, and said: "Eddie, why don't you close this awful thing? I'm heartily ashamed for you. Please don't tell anybody I confirmed you. Certainly the Jesuits did nothing for you!"

Still Eddie Dowling persisted. He felt there was a "smash hit" in this show idea, if he could only get it out. What was wrong? What did the play still need to transform it from an abject failure into a great success?

There was no use trying to continue the show on the road. Critics and Public wouldn't take it. Eddie disbanded the cast

and started in all over again, retaining only Eddie Anders and Julie Hayden of the original cast. To them he added William Bendix, Celeste Holm (appearing on Broadway for the first time), Gene Kelly in his first serious role, Dorothy Maguire and Arthur Hunnicutt.

He re-staged the play and opened "cold" on Broadway at the Booth theater. It was a daring and courageous thing to do, but Eddie Dowling, who had gone on alone, against the counsel of his partners, his friends, even against the entreaties of Saroyan himself, was richly rewarded for his unyielding faith.

The opening night audience cheered and the critics, to a man, threw their hats in the air! Six new stars were automatically made, overnight! A new, great playwright came into being! *The Time of Your Life* was the first play to win both the Pulitzer Prize and the New York Drama Critics Award, and Eddie Dowling, the producer-star-director who wouldn't take defeat, was the toast of the town!

■ **Thought Stabilizer:** *"My faith in myself and what*
■ *I am doing will always be equal to whatever obstacles*
■ *or setbacks I may be called upon to face."* ■

THE CODE OF INNER POWER

From this moment on—

- 1. I recognize that I have a God-given creative power within me.**
 - 2. I will develop control of my emotions so that I can always direct this creative power for my own good.**
 - 3. I will eliminate all negative attitudes which have resulted from my wrong reaction to past experiences.**
 - 4. I will overcome my fears, knowing that they have a destructive influence upon my creative power if I permit them to dominate my mind.**
 - 5. I will picture only good things happening to me so that this creative power will have only good blueprints with which to work.**
 - 6. I will stop brooding over my past failures and tragedies so that I will not cause this creative power to attract similar happenings to me.**
 - 7. I will put my strongest feelings of desire behind the things I really want in life.**
 - 8. I will never knowingly use this power within for selfish or evil purposes, knowing that misuse of it can cause it to destroy me.**
-

CHAPTER 10

A Plan for Personal Victory

I ONCE SAW A PRIZE FIGHT in which the favorite, a killer type of boxer, knocked his opponent down, time and again, in the opening rounds. Several times it was only the bell which saved the underdog. He was taking such a beating that the fans began yelling, "stop the fight!" But he wouldn't let his seconds throw in the towel.

He had sensed, with all the punishment he had been absorbing, that his opponent's confidence was badly shaken and that the tide of battle might begin to change. The underdog, taking everything that the killer had hammered at him, reeling and clinching about the ring, now suddenly and desperately cut loose on the attack. A few hard rights and lefts to the chin and the man who had been rated to win the bout, the overwhelming favorite, was flat on his back, out cold.

The underdog, who stood over him in victory, was a gory mess but he had won the fight because of an indomitable spirit—an ability to hang on when the going was rough, to stand up under a beating, and still retain enough strength of body and spirit to fight back when his time came to do it.

◆ **YOU MUST HAVE FIGHTING SPIRIT**

The world loves to root for an underdog and to acclaim an underdog's victory. This is because most of us feel a kinship with underdogs. We feel, in a sense, that we have been fighting against odds all our lives, and the underdogs, in sport, are vicariously fighting our battles for us.

If there is one quality above others that you must possess to obtain ultimate success in life, it is a "never-give-up" spirit. This quality can count far more than brilliant talent in the battle of life. Many men and women who have been richly endowed with ability have failed because they lacked sufficient self-confidence and persistence when up against opposition. Had they possessed the flaming spirit of this prize fighter who wouldn't be beaten, they could have faced the worst moments in their lives and weathered them—and made them work out for the best.

Sometimes you have to fail, again and again, before you can discover the kind of work you are really cut out to do or can develop from your past unhappy experiences your own particular formula for success.

◆ **ALL LIFE IS A BATTLE THAT MUST BE CONTINUALLY WON**

Ulysses S. Grant, in his early life, after graduation from the Military Academy at West Point, and completing his service, tried first one kind of work and then another but failed to prosper.

It wasn't because he lacked persistence or the will to put forth the proper effort. His friends often remarked on his great quality of dogged determination and his unusual store of common sense but, somehow, these qualities, as applied to business, had not brought Grant financial returns.

Then came the Civil War in which he volunteered on the Union side. His "never-say-die" spirit eventually was recognized and this, coupled with his previous military training, enabled him to shoot up in the ranks until he became commander of all the Union armies.

His troops became imbued with his confidence in ultimate victory, even though the North was staggering under defeats and Grant had entered the terrible and indecisive battle of the Wilderness.

In those days of terrific suspense, when the outcome of the Civil War hung in precarious balance, Grant electrified his followers by his famous bull-dog declaration: "I propose to fight it out on this line, if it takes all summer!"

This great fighting quality which had sustained him through his earlier failures in life, a quality which had never deserted him in adversity but, instead, had grown stronger with each defeat, now fired the minds and hearts of his soldiers and gave them the strength and the will to conquer the forces of General Lee.

◆ ARE YOU HIDING BEHIND ALIBIS?

You may not, as yet, have been able to turn the tide of life's battle in your own favor. You may be looking back upon what you consider to have been a long uphill struggle to get somewhere.

Perhaps now, as you analyze it, had you not lost your faith and confidence and fighting spirit, at times, along the way, you would have won out. So many people, in lamenting a failure, have said: "If I could only have stuck it out a little longer, I'm sure I could have made it . . . My money ran out . . . (or) I got fed up . . . (or) I figured, what's the use? . . . (or) I thought I saw something better . . . (or) I let someone talk me out of it . . . (or) I decided it was going to take me too long to get there."

In retrospect, these people could see that their mental atti-

tudes were all alibis to cover a lack of resolution or *stick-to-it-iveness*, lack of faith or desire. They could see now, as a result of their further experiences, what might have been. They had the power within, had they applied it, to have taken full advantage of these earlier opportunities and experiences.

Because you have failed in the past is no indication that you should continue this pattern in the time to come. Rather, because of these very failures, if you will frankly evaluate the reasons for your inability to cope with life, you will now know what you should have done to gain success and will, at last, have the power at hand to go out and get it.

◆ **WHEN YOU START SOMETHING DON'T LET UP TILL YOU GET IT**

Often, an individual starts a project with a burst of enthusiasm and gets a running start on the field, then makes the mistake of thinking he has mastered the situation and decides to just "coast along" and enjoy his lead. Such an individual should be reminded of the famous fable of the tortoise and the hare.

You can't let up in the race of life, and you must guard against anything which appears to come too easily in the beginning. Nothing that is worthwhile is attained and maintained without effort.

Film actress Barbara Stanwyck remarked recently that it is "a fight to get to the top and an even greater fight to *stay* there!"

Where would Great Britain be today if it hadn't been for Prime Minister Winston Churchill's terrific "will to win", his matchless courage when it seemed that his little island could not endure the devastating bombings. He symbolized the fighting spirit of all Britons by his famous "blood, sweat and tears" declaration that they would fight "on the streets and on the beaches", but they would *never* surrender!

Churchill totally disregarded the enormous odds against him and the people of Britain. He balanced these odds by one power only—the limitless power of fighting spirit.

You create the odds for or against yourself by the nature of your mental attitude toward any unhappy condition you may be facing. If you regard any plight as next to hopeless, you are licked at the beginning. You produce such a desolate and helpless picture of your inability to cope with your troubles, of whatever origin, that the creative power within you is unable to function in your behalf. It can only assist you if you give it the right orders in the form of positive thoughts and a constructive plan of action.

◆ GET OUTSIDE YOURSELF

If at any time you feel yourself surrounded by conditions and circumstances that seem beyond solution, mentally step outside of them and survey them from a detached viewpoint as though they are no longer a part of you. Often, without realizing it, we imprison ourselves by picturing no escape from our problems. We sink down into a morass of fears and doubts and apprehensions, and the more we dwell on them, the more submerged we become.

Should you be in conflict with others, whether friends, relatives or strangers, you should first make sure that the position you have taken is fair and right. If it is, then you should proceed firmly and fearlessly, without malice, but with strong inner faith and conviction that you will be led to say the right thing and do the right thing, at the right time, to eventually bring about a right result.

Though the most selfish and evil and even destructive forces may be arrayed against you, they cannot finally prevail if you hold to your right purpose and if the faith in your cause or the issue involved remains unfaltering.

◆ DARE TO FACE COMPETITION

The great athletes of yesterday and today did not become great through dreaming about it. Their greatness was compounded of pain and sweat, all manner of setbacks and disappointments; physical, mental and personal problems, and numerous defeats before they fought their way through to wear the deserved crown of victory. And when these athletes, men or women, have stood upon the summit, supreme in their class, each has well known that he or she has paid a dear but a worthwhile price to reach the top.

The conquerors of the world in sport or any walk of life, have had to make the best of whatever has happened to them. At any time in their upward climb, if they had permitted a sudden obstacle or mishap or setback to stop them, we probably would never have heard of them today. They would have joined the ranks of the faint-hearted, the easily discouraged, the poor finishers—men and women who make promising starts in life but who fade quickly from view when the going gets tough.

◆ THE WILL TO OVERCOME HANDICAPS

When Glenn Cunningham was a boy, he suffered severe burns which so crippled his legs that doctors said he would be lucky to walk again, let alone run. But they had not taken into account the spirit in this boy.

He resolved that this accident was not going to keep him from playing as other boys. Painful though it was, he forced himself to walk, forced circulation through the badly scarred tissues of his legs, pictured these legs growing strong again. He took every kind of exercise and as much of it as he could stand to build back his leg muscles.

In time, a miracle began to happen. New strength came into these limbs, a strength which he tested in running races at

school. And, because of this accident in childhood, because he was compelled to give attention to his legs, a power was developed in them which carried Glenn Cunningham over the cinder paths of the world against the top competitors of his day and enabled him to set many world records.

Glenn's great fight to overcome his physical handicap made him a star athlete. It would have been so easy to have accepted the verdict of the doctors, to have remained an invalid for the rest of his life. By making the best of it, he made the best happen for him!

◆ **SHEER DETERMINATION PAYS OFF**

When you learn of the heroic extent to which some competitors in sport have been willing to go to overcome different handicaps and obstacles which have arisen in their path, you can only marvel at the courage and faith and endurance and just plain *guts* they have displayed. You ask yourself almost automatically if you would have been willing to put forth such an effort had you been in their place.

Would you, for example, had you been Lis Hartel, a twenty-three-year-old horsewoman from Denmark, have crawled around for weeks on your hands and knees trying to regain your strength after an attack of polio?

Would you have spent day after day exercising your legs and arms with sandbags on pulleys?

Would you have had the nerve to be strapped on bicycles and then, after two leg operations, be placed in the saddle so you could attempt to ride your horse again?

Would you have persisted when you found yourself to be so exhausted that you had to be taken down and put to bed for three weeks after only three minutes of riding?

You would have to want something very, very much to be so determined to recover your strength and your former equestrian ability!

Before Lis Hartel was stricken with polio, she had gained wide reputation for her remarkable handling of horses. She had felt that she would soon be within reach of the world's championship in the riding event which is known as "dressage", an event in which rider and horse perform as one, the animal executing every maneuver to music without the visible command or direction of the rider.

Now, knocked out of competition by polio, Lis Hartel began to look ahead to the Olympic Games, still some years off. She started picturing herself recovering her health and placing high in her specialty. There was only one chance that she could do this and this would mean, as she grimly realized, not only regaining her former skill, but surpassing it!

◆ WHAT NERVE CONTROL CAN DO

Because of the close relationship in feeling and understanding between horse and rider that is required in this event, Lis Hartel had to make sure that her own fears and apprehensions as to whether or not she would ever be able to ride well again would be controlled.

If her horse, Gigolo, sensed her uncertainty, it would be reflected in his own reactions. So, she not only had to control and direct the body of her horse but it was necessary for her to re-learn how to control and direct her own body. When this was finally accomplished, it gave her a finer grace and poise than she had hitherto possessed.

As a result, she was able to place *second* in the 1947 Nordic Riding Games.

Then, one night, her horse, Gigolo, caught his leg in the door of his stall. In freeing himself, he broke his leg so badly that he had to be shot. *This meant that Lis had to start all over again* with another horse, when such an animal could be found. Her parents bought her a fine 3-year-old brown mare, named, "Jubilee", and, although Lis still had to be lifted up and placed

on the horse by her groom, she resolved she would not only teach this horse to walk, canter, travel at a slow gallop, make abrupt turns and sudden changes of pace—but she would regain the ability to enter the arena at the 1952 Olympic Games on her own feet, walking without a cane!

Both of these feats she not only accomplished but placed second in the Olympic event—one woman between two men winners—the first woman ever to have won in this form of competition!

◆ THE SPIRIT THAT WINS

You never know what you can do until you try, and the more you study the lives of successful men and women, as in the field of sport, you will discover that it was their struggles against every form of defeat and adversity which contributed to the victories they ultimately attained.

When the doctors told the late Babe Didrickson Zaharias that she had cancer and must be operated upon, it appeared that her playing days were over. She submitted to the operation with the same fine show of competitive spirit she had demonstrated in her many matches on the golf course.

"All I ask is a fighting chance," she said, "and I'll beat this thing!"

As soon as she was able to be up and out, she had a golf club in her hands. She commenced the long, uphill climb back to health and her former golfing skill. The world thrilled to her heroic come-back when she took the 1954 title as the United States Open Champion for Women, as well as the All-American honors.

Sports writers declared that she was a better player than ever, and the Babe, herself, said that she felt what she had been called upon to go through had added something finer not only to her game but also to her life.

◆ WHAT WE OWE TO SPORTS

Every time any member of the human race achieves what the majority have been led to believe is impossible, he advances all civilization. The many thus share in the supreme achievements of the few. Our own capabilities are strengthened and enlarged as we realize that at least a measure of what others have done, we also can do.

For decades, it had been thought that no human could ever run a *four-minute-mile*. Doctors, scientists, even athletes, themselves, felt that they had reached about the maximum of human endurance in even approaching four minutes. When Glenn Cunningham ran a mile in 4:04.4 minutes in 1938, there were those who said this feat would probably never be surpassed. Then, in 1954, after other men had come even closer to the four-minute-mile, Roger Bannister, of England, ran a mile in 3:59.4!

Later, in *one* afternoon, in *one* race, two men, Bannister and John Landy of Australia, *both* broke the "sound barrier" of the four-minute-mile! This was one of the most astounding feats in all sport history. It represented far more than a supreme physical performance. It was a super-colossal victory of mind over matter—the gigantic leaping of a mental hurdle by two superb runners who refused to be chained by the tradition that no man could exceed the four-minute time.

◆ WISHFUL THINKING WON'T DO IT

It is human for us to wish that we might attain fame or fortune or develop some desired talent or skill without much effort or struggle or sacrifice. Many of us weigh what we think we would like in life against the price we feel we may have to pay. If this price appears to be too high in terms of time and energy and resources, or in the obstacles to be faced or overcome, most of us abandon the project.

We look with envy upon the few who have attained what we once thought we might have achieved, and we often attempt to salve our own consciences by saying: "*I* could have done better than so-and-so if it hadn't been for this or that, or if I had really wanted to." This is one of the saddest of all human lamentations—the tragic confession of what they *might* have done.

◆ CAN YOU MEET THE TEST?

The real test of the true character and quality of any human being is what he or she does when under terrific pressure, or face to face with a seemingly impossible situation.

It is easy to meet life when all about you is quiet and serene, when you are in good health, well secured financially, and in happy surroundings.

Supreme confidence in one's ability to "deliver" in times of crisis or need is a quality much to be desired. It is possessed by all too few of us. Our tendency is to yield, to retreat or crack up when the going gets too tough. Each of us has his or her "breaking point", dependent upon the degree of courage and faith and resolution we have built into our lives. Where one person gives up, another person may be just beginning.

If you are not going forward, you are going backward. Nothing stands still in life. You must keep on putting forth the best efforts of which you are capable to maintain the position you have gained.

When you suffer a loss or a defeat, you must be prepared to face it as a champion. The conquerors in the world of sport have never considered the cost or the odds against them. They have been willing to pay this cost and meet these odds, however great. The fact that they have won out, time and time again, should instill in you the courage and the confidence that you, too, if you apply yourself, with the same persistence, the same determination, the same self-reliance, the same patience and the

same spirit, can win victories which mean as much to you as their victories have meant to them.

Case History Dynamic 10

How Strength of Will Saved Sir Hubert Wilkins

Forced down in a blinding Arctic snowstorm and an eighty mile wind, with the temperature forty degrees below zero, ninety-three miles from the nearest outpost of human habitation, Sir Hubert Wilkins and Carl Ben Eielson, his pilot, were in an almost hopeless position.

Their only possible chance of escape from death was to try to make this ninety-three miles on foot over the jagged Arctic ice floes and through the buffeting snow and wind. To even attempt such a feat was an almost overwhelming thought. It required tremendous strength of will and courage to start out, but Eielson and Wilkins left their stranded plane, already frozen solid in the ice and half covered with snow, for the perilous and seemingly impossible journey on foot.

They had gone only a few miles when Eielson was horrified to see Wilkins, in the lead, step into an open stretch of water, concealed by thin surface ice. He submerged with his heavy arctic boots and furs, and came up, trying to clutch the icy sides of the water hole. Fortunately, there was an ice shelf several feet beneath the water, so Wilkins was able, with the help of Eielson who stretched out in the snow and gave him an arm to grab, to pull and roll himself out of the hole.

As soon as Wilkins got to his feet, he began getting out of his furs and boots, stripping himself naked. Eielson thought Wilkins had gone mad and tried to keep him from exposing his body to the terrific gale and cold. But Wilkins knew that if he didn't take off all his wet garments and rub them in the dry

snow, he would freeze stiff with them on, and this would be the end of him.

It was a matter of minutes before Wilkins had his clothes on again, cold but dry. It had required great will power and determination for him to do what he had done. All but overcome with the shock of such a frigid immersion, it would have been easy for Wilkins to have surrendered to the freezing sensations which gripped him. Many explorers, under similar circumstances, would have slipped into frozen oblivion. Wilkins, however, had trained his mind to control and direct his body at all times, regardless of feelings. He had planned in advance what he would do if confronted with various emergencies, and had resolved to carry out the plan suited for whatever might happen at the moment of happening as a means of extricating himself from the difficulty.

Four days later, Eielson and Wilkins reached the outpost, near exhaustion but triumphant. They had written another saga in sheer will power and endurance. Men weak in body or spirit would never have made it.

■ **Thought Stabilizer:** *"Despite physical pain or discomfort, I am going to do what needs to be done to overcome whatever situation I may be up against, as my protection in the face of possible failure or disaster."* ■

THE CODE OF PERSISTENCE

From this moment on—

- 1. I will never give up so long as I know I am right.**
 - 2. I will believe that all things will work out for me, if I hang on to the end.**
 - 3. I will be courageous and undismayed in the face of odds.**
 - 4. I will not permit anyone to intimidate me or deter me from my goal.**
 - 5. I will fight to overcome all physical handicaps and setbacks.**
 - 6. I will try again, and again, and yet again to accomplish what I desire.**
 - 7. I will take new faith and resolution from the knowledge that all successful men and women have had to fight defeat and adversity.**
 - 8. I will never surrender to discouragement or despair no matter what seeming obstacles may confront me.**
-

CHAPTER 11

If You're Bored Stiff - Try This!

REACH OUT AND GRAB Opportunity by the coat-tails, or it will pass you by.

When the train comes along, you can't remain sitting in the station, you have to get on it! Not only that, you have to know what your destination is—and what you are going to do when you arrive. There's nothing static about life. Something is happening to you everywhere you are which can be for your good or ill, dependent upon how you react, mentally and emotionally, to it.

There shouldn't be any occasion for you to be bored by life—but, are you? *If you are, what is hiding behind your boredom?*

You are afraid to step out on your own?

You are jealous of others' attainments?

You are plagued with a sense of inferiority?

Your feelings are easily hurt?

You lack faith in your ability?

You lose your temper and your patience?

You are afraid of what others might think?

You have a defeatist complex—believe anything you might try is destined to failure?
You think you can never overcome the mistakes in your past?

Somewhere along the line (if you now feel you are bored with life), you've suffered a setback or disillusionment or disappointment. You have resorted to the "bored attitude" as a defensive mechanism.

This is a vicious mental habit to develop because it separates you from life, makes you a side-line sitter, deprives you of all incentive and turns you into a dis-spirited time-waster.

Every successful man or woman is too busy to be bored. Their lives are so filled with worthwhile activities and interests, they usually declare that they don't have enough time to devote to their various projects. Such people never retire. They just take on new activities and interests as they grow older—and keep on going, enjoying life to the fullest.

This is what you should be doing, at any age. But if you have been bitten by the "boredom" bug, you need to inject yourself with some "get-up-and-go" serum. You'll have to be your own self-starter. You can read all manner of books on self-advancement, study countless techniques of right thinking, listen to numberless inspirational lectures—and be no further ahead tomorrow than you are today—unless you begin applying what you have learned—by *doing!*

"But I'm up against it," you may say. "So many problems, so many obstacles, I don't know *where* to start."

That's easy! *Pick a spot* and dig in! *Start anywhere*, just so you are *doing something*. The fact that you are in *action* changes the whole negative vibration and activates the law of attraction. Your positive "do something" attitude will attract other positive happenings. New resources and conditions will be drawn to you. The steps you take to meet your needs will lead to other steps and, eventually, what has seemed to be an insurmountable hurdle, will be taken in stride.

◆ **FLORENCE NIGHTINGALE LICKED BOREDOM
BY GOING TO WORK!**

If the conventional life of England's social set had not bored Florence Nightingale, she might never have won world-wide fame for her heroic and inspired contribution to the advancement of the nursing profession.

As a young woman, the frittering away of time at parties and dances and other high society events very soon brought only boredom. She began to yearn for some interest or activity of a constructive nature to which she could devote her time and attention.

When the Crimean war broke out, the conflict was only a few weeks old before reports began to be received of the bad treatment wounded soldiers were getting.

Nursing in Florence Nightingale's day, around the middle of the Nineteenth Century, could hardly be classified as sanitary or scientific. She, along with the rest of the English people, was shocked and outraged at the stories of the conditions the soldiers were forced to endure. An aroused nation demanded that something be done but Florence Nightingale did not stop with a protest—she went to Sidney Herbert, Secretary of War, who had been her childhood friend, and volunteered for service.

"What can you do?" he asked.

"Nurse those boys!" said Miss Nightingale. "Clean up those terrible conditions!"

Mr. Herbert, knowing Miss Nightingale's protected position in society, was hesitant about assigning her to such a difficult, unpleasant task. But she was no longer bored with life, she was on fire with determination. She had found the opportunity for which she had been yearning and she knew it. She persuaded him to place her in charge of 38 nurses—and she was rushed, with them, to the Crimean front. There, she was assigned to manage the army hospitals as well as the entire nursing staff,

and confronted with the enormous job of caring for 10,000 sick and wounded men!

◆ **YOU NEVER KNOW WHAT IS IN YOU —
UNTIL YOU ARE TESTED!**

Into this emergency situation, the spirit of Florence Nightingale moved with foresight, a fortitude and an endurance that approached the super-human. She was on duty weeks-on-end, twenty hours a day, cleaning up hospitals and barracks, devoting all the time possible in operating rooms, visiting patients, trying to bring comfort and courage to shattered men.

They began calling her, "The Lady with the Lamp" as she passed quietly and lovingly among them, giving personal attention to their needs. Her fight to establish sanitary conditions was so effective that between February and June, 1855, her exhaustive efforts brought the death rate down from 42% to 2%!

This selfless woman was herself stricken seriously ill of Crimean fever but she heroically clung to her post till the British evacuated Turkey in July, 1856. Her fame had preceded her in England and the British government dispatched a man-of-war to take her home. There, a grateful people contributed 50,000 pounds in appreciation of her herculean services, which enabled her to found the Nightingale Nurses Training Home at St. Thomas's hospital. This led to modern nursing schools in other parts of England and throughout the world.

The women who remained immersed in England's social life of that day are unknown and unsung. Florence Nightingale, by stepping out of this life, which had so bored her, stepped into her life's greatest opportunity. The Crimean war was a tragedy for many but, if war had to come, thousands were blessed and many lives were saved because of Florence Nightingale.

◆ BE READY TO GRASP OPPORTUNITY

In each of us there is always, at any moment in life, the opportunity to escape from possible boredom and to take constructive advantage of each experience as it comes to us. The decisions we make in these moments can alter the entire course of our lives.

We cannot know the potentiality we possess for achievement along a certain line, at any one of these given moments, unless we make the right decision and act upon it.

You do not need to wait for opportunity—you can make your own opportunities if you are on the alert. Each of us, in our way, has missed, either knowingly or unknowingly, many opportunities for service and self-advancement because we did not act with decisiveness at the time.

Samuel Langhorne Clemens, out West prospecting for gold after his adventures as a Mississippi river boat pilot, missed discovering a part of the famous Comstock lode because he refused to pan a few more buckets of dirt. He became bored and gave up his mining operation just a fraction too soon. But he didn't sit around doing nothing, nursing his boredom.

Needing money, he turned his hand to newspaper reporting by joining the staff of the Virginia City, Nevada, *Enterprise*. It was there that the idea came to him for the story about "The Jumping Frog." He wrote it up and mailed it to a New York newspaper, tacking on the *nom de plume* of "Mark Twain."

When "The Jumping Frog of Calaveras County" was published, it was an immediate hit. Newspapers copied it from coast to coast. It started the whole country laughing with thousands of readers demanding to know, "Who is this Mark Twain?"

Sam Clemens struck it rich out west—but not in the way he had planned. When he failed to find gold, he made the best of it by taking a newspaper job, only to discover that gold was waiting for him after all—in the creations of his own mind!

◆ **DON'T BE SO BORED THAT YOU
DON'T PAY ATTENTION TO PEOPLE!**

When you show little interest in others, they will show little interest in you.

"So-and-So bores me," many people have said to me. "I avoid him or her as often as I can."

Usually, the reason these people are bored by others is because they have not taken the time to get to know certain individuals. Every person has an interesting, worthwhile side, if you can only discover it.

You cannot afford to slight some individuals because you consider them unimportant in your personal, social or business life. Every person you meet, and the impression you make upon that person, is important. You can never tell what contact may bring you one of life's greatest opportunities.

There have been numerous instances where men and women have been *impulsed* to take time out to lend a helping hand or extend a kindly favor to someone in need or distress, and have, later in life, been repaid many times by those they have aided, either through surprise bequests, made at death, or valued connections with new people and opportunities which have resulted from these apparently chance contacts along the road of life.

Strangely enough, the bread they had cast upon the waters often came back to them in the form of *cake* at a time when they were in greatest need themselves. Be guided by the wise Biblical admonition which counsels you:

"Let brotherly love continue. Be not forgetful to entertain strangers; for thereby some have entertained angels un-awares . . ."

There is a tremendous, and as yet not generally recognized power in doing for others. You should never make the mistake of assuming you do not have time to aid a friend or even a stranger in genuine need. But for the grace of God, you could find yourself in a similar situation some day.

You cannot give out without eventually gaining back in the coin of your own giving. When you have failed another individual whom you could have helped, you have failed yourself.

◆ **HAVE YOU MISSED OPPORTUNITIES LIKE THESE?**

One of my most poignant regrets concerns the time I was in Little Rock on business and was to meet a friend of mine, Paul Chambers, at the business office of his friend, whom we will call Fred Stanley.

Finding that I was going to be late for the appointment, I phoned Mr. Stanley to leave word for Paul, only to learn that Paul, himself, had been detained in another city and had had to cancel the date. But Mr. Stanley, whom I had never met, after giving me the information, kept me on the phone. There was an urgency in his voice as he said:

"Mr. Sherman, I have been looking forward to meeting you for a long time. There's something I'd like discuss with you, and it would mean a great deal to me if you'd drop in, later this afternoon. Suit your own time. I'll be here till six o'clock."

It so happened that I had an extremely full schedule. I am usually quite intuitive and make it a point to be as attentive as I can to the problems of others when they express a desire for help. I could feel the urgency in Mr. Stanley's voice—that he was deeply troubled about something—but I was too impressed, on this occasion, with what I considered to be the urgency of my own business.

I told Mr. Stanley that I would very much like to meet him and talk with him, that Paul had told me of his interest in my writings, and that I would get over to see him before six, if I possibly could.

Mr. Stanley said: "I sure hope you can make it."

I added his name to my afternoon schedule and began checking off my other appointments as I kept them. I really had him on my mind to see but it was just one of those afternoons! My time was eaten up beyond six o'clock and I then realized I

was too late to make the call. As I thought of Mr. Stanley, I got a depressed feeling and felt badly at having missed seeing him.

The next morning, I was shocked to see in the headlines that Mr. Stanley had shot himself to death in the office that night. Perhaps, had I met him and had a talk with him, I could not have prevented his suicide. But we can never know what the right word or the right action at a right time can do for a man or woman in a desperate state of mind.

To be so interested in ourselves and our little problems that we become *dis*-interested in others; to let ourselves feel bored at the thought of meeting or doing something for people we do not know or have the time to see; to fail another human who reaches out for such counsel and help as we have it in our power to give—this, to me, is one of life's greatest failures.

There is none of us who has not had many such failures charged against his account, but we remember only those that have been followed by tragic or unhappy consequences. By helping others rise above their troubles, you often insure yourself against making like mistakes by learning *your* lesson through *their* experiences!

Do the Stanleys of the world have to destroy themselves to remind us that we are only as strong as our faith in ourselves, in our friends, and in God? If we lose faith in all three, then we have no power left within us or without us upon which to build. To extricate ourselves from a seemingly hopeless situation, we must have some faith to which to cling, which gives us courage and strength to stay with our problem and make it ultimately work out for the best.

Case History Dynamic 11

How Leopold Godowsky, Famous Pianist and Composer,
Served Himself by Serving Others

Leopold Godowsky, one of the world's greatest pianists and composers, sympathized with a renowned Austrian pianist who had lost his right arm in the First World War.

"Some day," said Godowsky, "I will write you some compositions for the left hand, so you can play again."

Wittgenstein, the Austrian pianist, who had felt that his concert career was ended, expressed his gratitude.

Godowsky, in great demand as an artist, did not fulfill his promise immediately. He was on a world concert tour and, of course, there was little public commercial interest in one-handed piano compositions.

However, a promise to Godowsky was a promise, and the fact that he had not gotten around to these compositions began to weigh on his conscience. He thought what it would mean to him should he lose one arm or the other, how completely handicapping such a misfortune would be.

There finally came to Godowsky the inspiration he was seeking. He wrote a series of compositions for the left hand and sent copies to Wittgenstein, who rose to new musical heights because of them.

Godowsky continued with his immensely successful career. The Compositions for the Left Hand were largely forgotten.

Then one day, the great Godowsky suffered a stroke which all but paralyzed his *right* arm and hand.

By some strange law of compensation, however, he was able now to play as well as ever with his *left*—to play his own compositions, written for this hand—written, as he thought, primarily, for another man to play!

■ **Thought Stabilizer:** *"From now on, I will always remember that I can never do anything for others that will not have some eventual benefit for myself -- that there is a law of life which will, in time, return good for good."* ■

THE CODE OF USEFULNESS

From this moment on—

- 1. I will never let boredom get the best of me.**
 - 2. I will not use physical inability as an excuse for being bored.**
 - 3. I will not pretend I am bored with living to avoid facing conditions in life.**
 - 4. I will study the people who bore me and try to discover how to find mutual interests which can be helpful to us both.**
 - 5. I will be on the alert to recognize opportunities for serving others and engaging in worthwhile activities.**
 - 6. I will overcome my tendency to sit and do nothing and to expect nothing interesting to happen by going out, mixing with people, and finding things to do.**
 - 7. I will do everything possible to improve my own personality so that I do not bore others, as some people now bore me.**
 - 8. I will form the habit of looking for something useful to do each day as positive insurance against boredom.**
-

CHAPTER 12

Listen to Your Intuition

ONE OF THE MOST DIFFICULT TRIALS in life is waiting for things to happen—the way you would like them to happen—after you have done all you can to help make them take place.

This is what might be termed the “gestation period”—the seed is in the ground and the plant is supposed to be sprouting. But, sometimes, as the days and weeks go by impatience, over-anxiety and doubt begin to over-ride good judgment.

I have been tormented by these faith-testing moments, as you probably have. It is not easy to hold emotions in harness, and mind on an even keel. When there is still something you can find to do to push your plans along, you don't feel frustrated. But when you are compelled to wait for other people to act or react to a proposition, to do their part, it is a temptation to attempt to use “mental” or even “physical” force to move them. Such steps are usually fatal. You get action, all right, if you *push*—but often the wrong action.

These are the times when you should learn how to depend

upon your *intuition*—your extrasensory powers—to guide you . . . to give you the urge when and when not to act.

You must develop the ability to be able to distinguish the difference between a true positive attitude of mind and a "forcing attitude". When you catch yourself trying to "force" something to happen—when you find you have a tense, anxious feeling concerning it—stop everything. This is a sure sign you are afraid it *won't* happen, that the God-given creative power isn't strong enough to do the job for you.

The Power Within needs the right effort in support of it, but it attracts the conditions, resources, circumstances and even the people you need to help make what you want come true—without the exertion of "outside" pressure by you.

To tell you *when* the time has come for you to act, it gives you impulses, urges, hunches, premonitions, strong feelings to do this or that, to be in a certain place at a certain time. This all comes under the heading of what is often called your intuition—and if you train yourself to listen to your intuition and to follow its bidding, you will greatly increase your percentage of successes in life.

Because man has relied so much upon physical or mental force to get things done—he has neglected the higher, much more effective method of arriving at worthwhile objectives. It is well to remember that anything gained by force—can be lost by force. Any time you try to employ force—you will encounter resistance.

What would happen if you suddenly took hold of a friend's arm and tried to drag him from a room? Wouldn't he resist? He wouldn't know what had come over you. He would see no logical reason why you should exert force.

When you think *force thoughts* and seek to compel others to do your bidding, they *feel the impact* of these thoughts, often without identifying them. They set up a resistance in their own consciousness which causes them to decide: "I don't think I'll go into that proposition. I don't feel right about it. It sounds

good but there's something about it I can't put my finger on. I like so-and-so and would like to be associated or do business in some way . . . But . . .!" And this little "but", this sensing of your over-anxious desire to put a project over, is the extra pressure on your prospect which kills the deal!

Let well enough alone! When you have done all humanly possible, hold a positive thought; see your project working out smoothly, in your mind's eye, in its own good time—but don't keep pushing! If you do—you will be apt to push the project "right out the window".

This is a hard lesson to learn. It is seldom that any of us learns it completely. It seems too intangible to attempt to depend upon a higher power of mind, and yet this is the only power that can really help us, after we have done our utmost in our own behalf.

Years ago, when I first recognized the power of intuition, I began to try to so discipline myself that I could follow its direction whenever possible. As a result, my intuitive faculty today, is highly developed. Even so, I constantly have to guard against getting too over-anxious when I am working on important matters where others are concerned, and while I am waiting on their decisions or their actions.

You have to have a number of convincing experiences with the functioning of this extra sensory faculty before you can develop the faith to rely upon its service to you in times of need.

◆ HOW YOUR INTUITION WORKS

Perhaps the best way to explain to you how your intuition works is to tell you one of many experiences I have had and how I encouraged this inner power to work for me. It will always serve you if you give it the opportunity by assuming the right attitude of mind.

Some time ago, in Hollywood, I developed a television

program idea that I wished to submit to the then television director of the Young & Rubicam Advertising Agency, Nat Wolfe. I had known Mr. Wolfe years before in New York City but had not seen him in all that time. Having learned that he was coming to Hollywood on a short business trip, I tried to make an appointment with him but the secretary in the agency's Hollywood office said that he was already booked up solid for the two days he was to be in town. She promised, however, if I would deliver the script of my idea to her that she would put it, personally, in Mr. Wolfe's brief case and he would read it, enroute back to New York by plane, and report to me on it.

Naturally, this was the second best. I felt it would be most helpful if I could only see him for a few minutes and renew my acquaintance with him.

This was the mental picture that I held in my mind; that, despite the fact I could make no appointment with Mr. Wolfe, I was going to see him, personally, some time, somewhere, during his short stay in Hollywood.

On the day that Mr. Wolfe was to be in the film city, I waited for an impulse from my intuition as to the time I should take my script in to the agency and turn it over to the secretary. I had confidence that my extrasensory powers of mind would know when was the best time to "synchronize my own movements" with Mr. Wolfe's, in the hope that I might catch him, between appointments, and be able to see him in an off-moment.

Busying myself about my apartment, answering my correspondence, keeping my conscious mind from becoming over-anxious by putting it on other matters, I waited all morning for a hunch which never came. I just couldn't "feel" that the time was right to drop everything and go down to the office at Hollywood and Vine, so I didn't try to force things. I waited until mid-afternoon. Suddenly I got a feeling of great urgency, so much so that I dropped everything, jumped into my car, and drove to the agency.

When the secretary representing Mr. Wolfe came out to see

me, in the reception room, I gave her the script but asked: Is there a chance that I might say 'hello' to Mr. Wolfe? I will be glad to wait as long as is necessary to shake his hand, as a friend who used to know him in New York."

"I'm sorry, Mr. Sherman," said the secretary. "Mr. Wolfe is running half an hour behind on his appointments. I don't see how he is going to cover them all before he has to leave late this afternoon to catch a night plane for San Francisco. But you can depend on my giving him your material, and you will be hearing from him in a week or ten days, from New York."

You must not force when you are using these higher powers. You can take a positive stand, can try to get a result, in one way or another, but when you feel you have to force, it is a sign that the conditions are not yet right, and pressure will make them worse instead of better.

I thanked the secretary and left, but I did not abandon my mental picture in which I saw myself meeting Nat Wolfe, somehow, somewhere. Down on the street, at the corner of Hollywood and Vine, I stopped, stood still, and said to my inner mind, to this God-given creative power within: "Well, what do I do now? What is my next move?"

I waited quietly, expectantly for an answer. After a few minutes it came, from my intuition. I suddenly thought of my barber who was located across the street on Vine. He ran a one-man barber shop and I had never gone to him for a haircut without having made an appointment first, by phone. Now I had the strong urge to "kill time" by going to the barber shop. But I didn't actually need a haircut. The urge, however, was so strong that I followed it, as unquestioningly as I have now learned to follow all such impulses.

When I entered the barber shop, Dave Dineen looked at me in surprise. "How come, Mr. Sherman? Did I make an appointment with you and forget about it? I don't have you down on my calendar."

I explained that I was just going by and stopped on the

chance he could take care of me. "Have you got time to wait?" he asked. "I've got one in the chair, as you see, and one ahead of you."

My intuition told me to "wait". I sat down and picked up a magazine. An hour and more passed before I was able to get in the chair. Still the inner feeling persisted that I must stay in the vicinity. It was now close to five o'clock in the afternoon. I did not try to figure out, with my conscious mind, how I was going to meet Nat Wolfe. I was leaving these arrangements up to the Power Within, and relying wholly upon my intuitive faculty to give me directions, at the right time.

Dave had just finished with my hair trim and I was about to tell him to give me a shampoo, when that sudden feeling of great urgency repeated itself. I looked at my wrist watch.

"Sorry, Dave," I heard myself saying. "It's later than I thought. I've got to get out of here or I'll miss an appointment."

He brushed me off as I got out of the chair and hurried him into making change. I couldn't get out of his shop quickly enough.

As I stepped out onto Vine Street, I ran directly into Nat Wolfe, who, brief case in hand, was hurrying to the Brown Derby for a cup of coffee before he caught the bus for the airport!

"Sherman!" he cried. "Sorry I was so jammed up I couldn't see you this afternoon. I've got your script here with me. . . ."

We had the few minutes' chat I had wanted—and had been visualizing—then he went his way and I went mine—with my "mission accomplished."

This is the way your intuition always works—If, as I have said, you give it the opportunity by maintaining the right attitude of mind. It will take practice for it to aid you as effectively as it now helps me. I have had years of experience and have complete faith, if I keep my own self and my feelings out of the way, and don't try to influence its operation, that it will see to it that I am at the right place at the right time and do the right thing at the right time!

◆ JOSEPH SADONY AND HIS DAILY USE OF INTUITION

Joseph Sadony, one of the most highly developed mentalists I know, has received many verified impressions of events coming toward himself and other individuals in time—events he has sensed happening, days, weeks, months and years before their occurrence!

He has told of many of these experiences in his private publication, "The Valley Caravel" which he mails out to friends throughout the world. Here is a man, now close to eighty, who has lived by "inner direction" all his life.

"Inner direction"—the ability of these higher powers of mind which you and all of us possess—to determine what is the best course of action for you to pursue as you move constantly into your future!

Joseph Sadony has this to say about the power of mind to foresee the future:

"I have always had faith that I would sense what I need to know, to protect myself and my loved ones; still it is impossible for me or any man to have the radio-receiver of his brain always open to every calamity which may happen. You and I, for all our care and intuition, may be asleep and tired just long enough to fail to protect our own children from disaster if their own intuition is not alert to protect themselves. . . . There are no higher returns in this world than those accorded our investment in the stock of our intuition through faith and sincere prayer.

"It is folly to sit around and wait for intuition. Get into action; then intuition can and will accelerate, steer or deter you, as the case may be. Use logic and reason as far as they go; but always, tentatively holding an open mind, ready to change your whole view at an instant's notice. (Thy Will, oh Lord, not mine!) That's the way to invite and use intuition!"

◆ **A NEW LIFE ESTABLISHED AND HAPPINESS
REGAINED THROUGH INTUITION**

Dependence upon the power of intuition for guidance when she lost her husband, Charles Forbell, noted artist and illustrator, in 1945, by death—led Elsie Knapp Forbell to another part of the country, new associations and activities and a new life.

At the time of Mr. Forbell's death, she felt that there was nothing in the future for her, that life was no longer worth living. But her basic faith came to her aid in this dark moment and Elsie decided to give prayerful thought to the re-making of her life. She was living, at the time, in her home in Bayside, Long Island, where she had been joined by her only son, Richard, and his wife, Helen, whom he had met in California while in military service.

Some years before this, Mrs. Forbell had interested herself in the esoteric sciences, and many of her friends had come to her for counsel. Now that her husband was gone, she gave serious consideration to making a profession of analytical counselling. She continued her studies in the hope that opportunities would open up. But nothing happened of importance so Elsie waited patiently for the time when recognizable inner guidance would come.

Some months later, the health of Richard's wife was impaired by the excessively cold winter. Doctors advised that she return to her home state of California, if possible, where the climate was more suited to her physical condition. Richard urged his mother to sell the Bayside home and accompany them west.

After a night of much meditation, Elsie awoke with the strong intuitive feeling that she should go to California, but that she should locate in Southern California as a place more favorable for her, as soon as she could, rather than remaining in the San Francisco area to which her young people were going.

Within ten days after putting her Bayside home up for sale, it was sold and the three left at once for California. Upon arrival, Mrs. Forbell bought a home for the three of them in San Francisco but Richard, who had secured good employment almost immediately, was able, within a year and a half, to buy a home of his own four blocks away.

Now that her young folks were launched upon their own, Elsie gave renewed thought to her urge to be situated in the south. She began picturing herself finding just the home she wanted there. She prayed that she would be given the right direction to find it.

One day, shortly thereafter, a friendly voice came to her over the telephone which she had not heard in twenty years. It was the husband of an old friend who, knowing that he was to be in San Francisco on business, had asked him to look Elsie up in the directory and, if successful in reaching her, extend an invitation for her to return home with him for a visit.

Elsie asked the gentleman where he and his wife were living and when he said, "Santa Barbara", she fairly shouted because this was the very city she had pictured as the place she wanted to live. She accepted the invitation and went to Santa Barbara for a visit, spending much of her time looking at homes with the object of buying. She saw a place which pleased her and, without asking, was offered a chance to buy it at a price she could afford. Her intuition told her, "This is it", so she returned to San Francisco, sold her home there, and bought the house in Santa Barbara.

Little did she know, at the moment, what a wonderful change this move was going to make in her life. But she felt extremely happy about the whole venture as she and her son set off by car from San Francisco to beat the van to Santa Barbara which was carrying her furniture.

"I couldn't explain it," she relates, "but I just knew *inwardly* that great good things were waiting for me!"

◆ **CIRCUMSTANCES BEGIN SHAPING THEMSELVES SO
THAT YOU ARE AT THE RIGHT PLACE AT THE RIGHT TIME!**

Arrived at the new home and supervising the unloading of furniture, Mrs. Forbell looked about the back yard for a good place to hang a clothes line. She found that she couldn't attach it close to the house because a large oak monopolized most of the space. She decided she would have to put up the line at the farthest end of the property.

As Elsie walked to this spot, she was greeted by a friendly voice from over the back fence, and a pleasant-appearing man approached, extending his hand, as he smiled and said: "I'm pleased to meet my new neighbor. My name is John E. Johnson."

After a brief conversation, Elsie introduced her son, Richard, who stated that he intended to return to San Francisco late that night if they were able to get all the furniture unpacked and in place. This they did, but were too tired to dispose of all the packing and boxes, which they left in a pile in the Breezeway, until morning.

◆ **JUST LIKE IT WAS MEANT TO BE!**

Upon arising, Mrs. Forbell was astonished to see that the Breezeway was all cleaned up, and she was even more surprised to learn that the gentleman-next-door was the Good Samaritan who had done the job. What happened after this is a story that Elsie Forbell can best tell herself. She says:

"This kindly act started a beautiful friendship. Then, one day, some weeks later, I was asked to read a letter that this man had received twelve years before when his fond wife had passed on. It seems that a man named Joseph Sadony [to whom I have referred in this chapter] a spiritual teacher and newspaper columnist who lived in Michigan, had taken quite a liking to my neighbor when, he, too, had been living in that state.

In this letter, Mr. Sadony said: 'John, you are well-liked in Santa Barbara and you will go along at least twelve years and, suddenly, you will, in all probability, meet a spiritual type woman and when you find her, she will become your wife.'

"When I had finished reading this letter, Mr. Johnson told me that he realized when he first saw me, that I was the person so well described, and that accounted for the unusually fast romance which followed.

"To date, we are married over eight years, and I doubt if a happier marital alliance has ever existed between two people who both had very fine mates in their previous marriages. We are living in a beautiful new home, which I designed and decorated myself, a home on a hill top overlooking a lovely valley, and the mountains, and countless fruit ranches. We both doubt that Heaven would be a better place than this.

"I am so happy I had the courage and faith to follow my *intuitions* which led to a new, wonderful life for myself. I have always firmly believed, even in my darkest moments, that everything can be made to happen for the best—that there is actually no such thing as an accident. Instead, everything that happens *teaches* us something!"

◆ INTUITIVE RELATIONSHIP BETWEEN HUSBAND AND WIFE, AND FRIENDS

Husbands and wives who enjoy a happy, understanding relationship often discover that they think the same or similar thoughts at the same time. Their intuitive faculties are tuning in on each other so that their two minds and beings are in momentary attunement. It is always thrilling when you get evidence that you have picked up impressions of each other's feelings.

Mrs. Sherman and I have practiced telepathy so long and have believed so profoundly in the intuitive powers of mind, that we are sending and receiving each day. When I have been

downtown on business, I have gotten the urge many times to stop whatever I am doing, and phone Mrs. Sherman to see what special message is awaiting me. On other occasions, if she has forgotten to get something she wants at a grocery store it will seem like a natural impulse for me to pick it up and bring it home. These are simple little demonstrations of the functioning of these higher powers of mind but they are nonetheless significant.

Quite often Mrs. Sherman and I will check our respective feelings when about to make an important decision or about to move in a certain direction. We must make sure that our attitudes toward whatever problems or difficulty or issue we are facing are impersonal and not dictated by concern or wishful thinking. This is the only way we can maintain a clear channel for the uncolored and uninhibited functioning of the higher sensory faculty of intuition.

When each of us can say to the other, "I've got the same feeling that we should do thus and so," we take the step indicated, with complete faith that, even if the going should be rough for a time, things will eventually turn out for the best.

If husbands and wives could share their mental and emotional lives more completely, particularly as applied to facing experiences which are destined to concern them both in the future, they would add a protective power to each other. This would enable them to meet situations successfully which might otherwise defeat one or both.

You can protect yourself against your own fears and apprehensions by placing a mental picture in your consciousness, each night, during your meditation and prayer period—that you will always respond to the guidance and protection of the God Power within you—that you will be on the alert to receive and to recognize any intuitional flash intended as a warning, and that you will follow it at all times.

Just *know*, with quiet confidence and faith, that you will be guided and protected—that you will always find yourself in the

right place, doing the right thing, at the right time, under any and all emergencies. Such mental preparation will enable you to overcome the influence of causations within and without yourself which otherwise might involve you in possibly serious consequences, from time to time.

One more point in the event you are wondering about the ability of the mind to pick up impressions of future happenings. Do not conclude, from this, that there is such a thing as fatalism or pre-destination.

It is my conviction, based upon my life-time studies of mental phenomena—that no event is fore-ordained to happen. But I do believe, and there is much evidence to support it, that we set up certain causative forces through our thinking, and that these go to work to produce what we call “external effects” (every action begets a reaction) in due course of time.

There are actually three parts of you in constant operation. One part is continually progressing into your past; another part is ceaselessly progressing into your future, and a third part is holding you in balance between past and future.

Your intuition is the faculty which has the power to move forward, from your present, into that future part of you—and to determine, at times, what the causative forces are getting ready to bring to pass—unless you change these causes by a change in your thoughts and your acts.

Cultivate this great power of intuition. Start making daily use of it. You can never go wrong when you listen to your intuition and when you follow its direction.

Case History Dynamic 12

How Bill Lengel Played a Hunch and Won

Some months before the Democratic Convention in 1932, William C. Lengel, then an editor of *Cosmopolitan*, had a hunch

that New York's governor, Franklin D. Roosevelt, was going to be nominated and elected the next President of the United States. He played the hunch by persuading Roosevelt to write an article, to be published, of course, only on Roosevelt's victory, that could be called **NOW THAT I'M PRESIDENT, HERE'S WHAT I'M GOING TO DO.**

The article, written in advance of the convention, was set in type, ready to be rushed into the issue of magazine to appear on the newsstands shortly after the election. The morning following the governor's landslide triumph, Lengel gave the order for the presses to roll.

Then Lengel's world seemed to crash down upon him. Because, several days later, on a Saturday morning, the phone at his home rang and the colored maid, her teeth chattering, said, "Mis . . . Mis . . . ter Lengel . . . it's . . . it's the Pres . . . dunt."

Suspecting it was his friend, Homer Croy, playing a joke, Lengel blurted, "President, eh! Well, this is Julius Caesar."

But it wasn't Homer Croy. What Lengel heard was the pleasant voice of Eleanor Roosevelt. "Just a moment, Mr. Lengel," she said, "Franklin wishes to speak with you."

Then the voice of the president-elect. "LENGEL! When am I to see proofs of that article I did for you?"

"Why, Governor. Those proofs were approved months ago. We're on the press."

"Oh, Lengel. A lot of things may have changed since I wrote that piece. I *must* see those proofs."

A presidential order is an order. So Bill rushed his executive secretary, Bern Hawley, to Albany with the proofs. The press run was halted.

Bill had gambled on a hunch all right but it looked like his hunch was back-firing.

He waited anxiously to learn if the changes the governor might insist upon would necessitate re-setting the article, having new plates made and so holding up the entire magazine. Or, worse yet, suppose Mr. Roosevelt might now withdraw the piece!

Then, that evening, a phone call from Hawley in Albany brought the reassuring news that the changes were not drastic. Lengel breathed easier.

But only for the moment. Then, to make the situation a lot rougher, word came to Lengel from the editorial grapevine that *Liberty* magazine was rushing into print with a similar article, also authored by Roosevelt. The *Liberty* date for reaching the newsstands was ahead of the *Cosmopolitan*.

He called the president-elect on the phone. "Governor," he said, "how could you do this to me? You promised me your article would be exclusive. Now I hear you've given what amounts to the same story to *Liberty*."

"Ah, listen, Lengel," Mr. Roosevelt chuckled. "You know I couldn't turn them down. Remember they supported me for a long time. Anyway, your piece is much better."

But that was no comfort to Lengel. He would be scooped! *Liberty* would score a beat and take the edge off the *Cosmopolitan* story.

So . . . in spite of his foresight and planning, he was now left with a more devastating problem. How could he still beat the rival *Liberty* to the punch?

Again, a creative flash from Bill's inner mind brought the answer: "Move up your publication date. Bring *Cosmopolitan* out a week ahead of its regular time." So the January, 1933, issue of *Cosmopolitan* was on sale December 1st instead of December 10, 1932, with the lead article: YOUR NEW NATIONAL LEADERSHIP by President-elect FRANKLIN DELANO ROOSEVELT.

Editorial history was made! Lengel's hunch paid off.

⋮ Thought Stabilizer: "When I get what I know is a ⋮
⋮ hunch, I will play it and stay with it till the payoff!" ⋮

THE CODE OF INTUITION

From this moment on—

1. I will recognize the power of my intuition and will take steps to develop it.
 2. I will stop trying to force things to happen, realizing that I set up resistance in others by so doing.
 3. I will put forth my best effort, at all times, and then let my intuition guide me, when I have to wait on others for final results.
 4. I will practice control of my fears and elimination of feelings of doubt and over-anxiety, knowing that such conditions can interfere with the functioning of my intuitive faculty.
 5. I will not permit my wishful thinking to superimpose itself upon my intuition.
 6. I will picture what I want, do everything possible to get it, then leave the rest to the guidance of my intuition, so that I may be led to be at the right place at the right time and say and do the right thing at the right time.
 7. I will resolve to follow the guidance of my intuition when it gives me a warning of impending danger which I realize has not originated from my own fears and worries or imagination.
 8. I will prepare my mind to receive direction from my intuition at such times as I cannot decide critical problems for myself.
-

CHAPTER 13

Bright Futures Have Been Built Out of Past Failures

NO SITUATION is ever as hopeless as it appears on the surface. The field of business has many examples of seeming disaster being turned into shining success.

In the year 1917 a new publishing company was formed by a few men who were tax authorities. Among them was Richard Prentice Ettinger, now Chairman of the Board of Prentice-Hall Inc., one of the world's largest publishing companies.

It was the ambition of these men to make available to business a book on income taxes which would interpret the existing laws for all firms beset with tax problems.

A first edition of four thousand copies was printed and bound and placed on sale at five dollars apiece. This was a big price in those days but the books were gobbled up by eager and appreciative buyers within six weeks!

Highly enthused at this initial reception, the little firm

rushed a second edition of four thousand copies into print. No question about it—they had hit upon a bonanza. This book would sell by the thousands. The second edition would move even faster than the first!

Only it *didn't!* Just as the books came from the bindery, all of the regulations pertaining to income taxes were changed by new laws which automatically made most of the information contained in the volume obsolete—*worthless!*

Instead of an expected sale of 4,000 copies, representing a gross of \$20,000, the firm had 3500 copies left on its hands! This was a staggering loss for a small house with limited capital.

◆ **THE QUESTION: HOW TO CAPITALIZE ON THIS BUSINESS MISFORTUNE?**

A sober group of men gathered for a conference. It would have been easy for them to have gotten out their crying towels and to have devoted their time commiserating with each other over a "good idea gone wrong". But this wouldn't have gotten them anywhere. They were already in the cellar. The problem was how to get out.

Mr. Ettinger, sitting in on this now historic meeting, was a man of great inner resources. Optimistic and determined by nature, he viewed this unforeseen complication, not as a defeat, but as a challenge.

"How can we make what has happened happen for the best?" he asked his associates.

It was his conviction that there must be some way to get around the road block of these changing regulations which, it could now be seen, would always date a book on income taxes. But one great potential asset had emerged from their venture thus far: it had been amply demonstrated that there was a tremendous market awaiting an authoritative book containing tax knowledge!

"Our only real problem, therefore," emphasized Mr. Ettinger,

"is to devise some *adaptable* means of publishing the tax information so that it will always retain its current value!"

The idea that came out of this conference group was basically simple—so simple as to seem almost obvious. But the new, little publishing house had to approach the brink of failure to get it. Here was the solution:

Print another edition in LOOSE LEAF BINDER FORM, so the book can be kept up-to-date with up-to-the-minute information on all changes made in the laws as well as interpretations of these laws!

That was it—that was the answer! When this loose-leaf book was published the following year, it proved a sensation. It was a "smash hit" in the publishing field and has been "wowing" the customers every year since, to the cash register tune of over \$5,000,000 annually!

Today, a little company which had originally "lost its shirt" trying to put this volume on the market, has realized a sale of over \$100,000,000 in the loose-leaf division alone!

"As a consequence," says Mr. Ettinger, "we look at every disappointing experience and ask ourselves one question: 'how can we capitalize on this?' Then, having assumed a positive attitude, we analyze our mistakes and evolve a new course of procedure. Once this is done, and we have found the right formula by trial and error, right results never fail to follow. Our philosophy is: 'If you profit by your mistakes, you can make things happen for the best!'"

◆ DON'T REPEAT THE SAME MISTAKES!

This is an outstanding example of how a past mistake was converted into a great profit. It should inspire you, if you are a business man or woman, to think over your failures and to see if you have not been missing some of the profits which may be inherent in them.

Perhaps you have taken your losses as irrevocable and have

tried to make good in new businesses or ventures, only to have them fail as well. It may be that you have been repeating the same mistakes and that a correction of them, or a new idea based upon these wrong procedures would lead to success. You can be sure that the answer is contained somewhere in your past experience. The way to success was there but you, unfortunately, were blinded to it or proceeded blindly in the wrong direction. He who refuses to capitalize upon his past mistakes in business will have little or no capital in the future.

◆ LET YOUR MEMORY HELP YOU

There is no gold mine so rich in possibilities as your own experience. Buried in your memory, ready to be dug out, evaluated and applied to present problems, is a record of all your mistakes and failures, all your triumphs and successes. You have only to select what you feel will be of aid to you, in the form of some wisdom or judgment or skill you have gained through some past experience—and you have a power at hand to serve your current need. The most successful men and women are those who have learned how to make the best use of the talents and knowledge acquired throughout life.

God has given you memory so you can profit by your own mistakes! As a creature of free will and free choice, you use memory to store up your treasures in consciousness and create new treasures in your every day life. You could make no progress whatsoever without memory.

Memory, and memory alone, has been man's ever-present guide, reminding man how he has destroyed himself in the past by his evil or unthinking acts, and causing him to improve or change his ways in his own self-interest and for his own self-protection. In this enlightened day, you have no one to blame but yourself if you refuse to capitalize upon your vast store of past experience.

You have benefited from all that has gone before you, from

all lives that have been lived, from all mistakes that have been made, and you will continue to benefit from the life experiences of those in the world today as your own life experience is contributing its value, however big or small, not only to yourself, but to the world at large.

Civilization, itself, has been built on a trial and error basis. We owe our present existence and the wisdom we have gained, through countless mistakes, errors in judgment, foolhardy undertakings, acts of violence and all manner of ill or well-intentioned procedures which have revealed to man "how *not* to do things", and ultimately pointed the way to constructive achievement.

All human creatures, in all time, are related to one another in a subconscious sense. Human experience is always *reactive*. It repercusses not only upon the individual having it, but upon all directly or indirectly associated, and the essence of this experience has a permeating influence in the minds of untold others, beyond the power of calculation.

Whenever you conquer something in your life, you automatically help others conquer it. If you fail, your very failure can reveal to others what should *not* be done. Life is flexible and adaptable. It must be lived and expressed. This can only be done through *experience*.

As the body grows through intake of food, the mind grows through intake of experience. If you would be successful, you must learn how to assimilate the experiences you have had, and apply them, with profit, to your future.

◆ **IF YOU ARE ON THE ALERT YOU CAN TAKE
IMMEDIATE ADVANTAGE OF A MISTAKE!**

Occasionally a mistake or an oversight takes place which solves a problem or produces an idea which leads to success.

Gwinne Hoyt, proprietor of Hoyt's famous Dinner Bell restaurant in Albuquerque, New Mexico, had need of a new

dessert which he could feature as a standard part of his menu. He experimented with different combinations of ice cream and syrups but obtained no satisfactory result. He wanted something distinctly different and appetizing.

One day, at the finish of dinner, he ordered pistachio ice cream with chocolate sauce. The waitress packed two scoops of ice cream in the parfait glass, covered them with chocolate syrup and served it. Just at that moment, Mr. Hoyt's dinner was interrupted by some guests and he told the girl to drop the dessert in the deep freeze and hold it for him. Then he promptly forgot it.

Several days later, the waitress came to him and said: "Say, Mr. Hoyt—that ice cream you ordered last Saturday is still in the deep freeze. Shall I throw it out or do you want it?"

Mr. Hoyt grinned. "No, bring it to me, let's see it."

The waitress arrived with a parfait glass that was now covered with a coating of frost. He had to wait a few minutes before he could make a dent in the cream with his spoon, but when he tasted it, he smacked his lips. The deep freeze treatment had given this pistachio ice cream a new and delicious texture and flavor!

Now he knew he had his new dessert! He ordered some dozens of this dish to be made up in two flavors—butterscotch and chocolate—and left in the deep freeze overnight to be ready for serving the following day. This dish instantly became the Dinner Bell's most popular dessert. Mr. Hoyt says he has been trying to forget things ever since in the hope that something else would happen for the best!

It is worth observing, however, that the average restaurant proprietor might have taken one look at this solidly frozen dish and seen no value in it. Subconsciously, Mr. Hoyt was on the look-out for a new dessert and his mind was thus prepared to take advantage of this happening when it occurred!

Be sure you haven't some good ideas in your deep freeze.

Better look and see! If you find some, long since forgotten, take them, thaw them out, and put them to work for you!

◆ A TRAGIC EXPERIENCE TURNED TO PROFIT

Tourists who have travelled the coast-to-coast Lincoln Highway where it junctions with U.S. 30, will never forget their stop at "Little America." They will remember too, that this luxurious Motor Lodge, located in the barren stretches of Wyoming, came to pass because of a harrowing experience that its founder had, years before, in this then desolate region.

Let the founder, S. M. Covey tell you in his own words.

"Away back in the Nineties, when I was a youngster, and herding sheep in this dreary section of Wyoming, I became lost in a raging Northeast blizzard and was forced to 'lay out' all night at the exact place where Little America now stands. That long January night, in that terrible storm, with a fifty mile wind and the temperature about forty below, passed very, very slowly, and oh, how I longed for a warm fireside, something to eat, and wool blankets!

"I thought, what a blessing it would be if some good soul would build a house or shelter of some kind at that god-forsaken place! Many times, in my heart, I've promised one there—even dreamed of it.

"A few years ago, when I saw Admiral Byrd's picture of 'Little America' in Antarctica, and his isolation so many miles from his base of supplies, it reminded me of my experience in that Nor'easter. The thought came back to me to fulfill that promise, to erect a monument and haven of refuge on the spot of my gruelling experience. The name was, of course, a natural—'Little America'!"

This is the "gold" that came to S. M. Covey, through his experience on the desert when a young man. Even today, with our fine modern highways, cars and trucks are marooned when

great storms sweep this area, and people die of cold and exposure or accident. Thousands have found haven on the spot where S. M. Covey almost lost his life so many years ago. In bringing service to his fellow travelers, he has brought a fortune to himself, all because he was inspired to capitalize upon a boyhood experience.

◆ **WHEN PERSONAL TRAGEDY COMES YOU MUST
RECONSTRUCT YOUR LIFE**

Manon Darlain, as a young French woman, had everything anyone could want. Her parents were wealthy; she had as her god-father the great astronomer, Camille Flammarion, and moved in the finest social circles. Her life was made complete when she met her true love, Clerment Darlain and took up residence in a wonderful chateau in Banneux, France.

Then, suddenly, tragically, all this care-free, joyous life ended with the outbreak of the First World War. Her husband, an officer, went immediately into the service while she volunteered to serve with the ambulance corps. The two were, of course, separated, Clerment taking part in the battle of Sedan while Manon was sent with her unit to the battlefield near Solesme. Her work was to help pick up the horribly mangled and broken bodies of the soldiers where they had fallen, and to accompany them to field hospitals behind the lines.

This was life in the raw as she had never known it and never expected to have to encounter it. It made her former social life seem wholly without point and purpose. For the first time in her life, she was given cause to feel that she was doing something worthwhile. Then came the crushing news that her home in Banneux had been totally destroyed by the enemy, to be followed by the worst news of all, that her husband had been captured.

There was little time to think in those days, and no time for self-pity. She was working night and day among the dead and

dying. She will never forget one battlefield experience, among many, when she rode to the field hospital with a boy from the Congo, who had both arms and legs blown off. He was conscious and she had consoled him all that she could, but had left him to return with the ambulance for more wounded, when the Major dispatched a messenger in a jeep after her with a note.

"You'll have to come back. Your boy won't die until you are with him."

She returned to the cot where he lay and looked down into his dark eyes as he stared up at her, frightened, appealing, reaching out for the comfort that only a woman, his own mother, might have given.

Says Manon: "He died peacefully in my arms, and I knew, in that moment, that I had found my life work in serving others."

◆ OUT OF GREAT LOSS COMES GREAT GAIN

Perhaps it was because of experiences like these that she was able to stand up under the still greater shock which came to her. One night, she was awakened from a troubled sleep by hearing her husband's voice, calling her. She noted the time and made record of the feeling which had come over her, that he had been killed . . . tortured to death by the Germans, dying the death of a martyr because he refused to give up desired information. Later, what Manon had already known was officially confirmed by government dispatch.

Today, Manon Darlain, who numbers many of the most famous men and women throughout the world as her friends, declares that she didn't really begin to live until everything she had formerly regarded as of value was taken away from her. She feels that God has used her, since, as an instrument; that we must develop the fortitude to accept the trials as they come to us in life; that we don't really possess anything in this world, whether it be a beautiful home or a loved one; that everything

is just 'loaned' to us while we are here . . . and the only way we can begin to pay for it is to devote our lives, insofar as we can, to the service of others.

"I have learned," says this remarkable woman, "that I cannot divorce myself from the whole of life; that no one can sympathize with another unless he, himself, has suffered privation and hardship. As for myself, I do not feel I could deserve to call myself a human being until I had learned the lesson of forgetfulness of self. I am very certain that a new age is coming and that none of us will be able to survive if we do not humbly unite in mutual service to one another. When we do this, the best is bound to happen for all concerned."

◆ **HOW YOU CAN TRIUMPH OVER TRAGEDY**

Do you think you are ready now to meet experiences as they should be met? Take a moment, then, to realize that this life is a constantly changing panorama of things that are happening to you and around you and inside you. It is therefore necessary for you to keep on adjusting yourself, on all levels of your being, to these happenings—whether they be physical, mental, emotional or spiritual.

Everything that happens is doing something to you; it is affecting you in some phase of your life, constructively or destructively. How you have reacted to all past events and experiences has determined what you are today, the nature of your character, your mental attitude toward yourself and others, and your physical condition. The laws of cause and effect have been operating inexorably in your life as they have in the lives of everyone else. You cannot escape the continuous and never-ending inter-play of the causative forces—the results of your own wrong and right thinking.

Therefore, to gain any control of your life, to develop assurance concerning your future, you must evolve a philosophy which can enable you to face adversity as well as success. Both

conditions are just as testing. Some people thrive on adversity, do their best work under it, and go to pieces when success comes. Others, freed of economic pressures, are able to perform their finest achievements. It is characteristic of human nature to seek to avoid the unpleasant until compelled to face it.

Many of the serious complications we get ourselves in would never have eventuated had we taken the steps to avert them at the start—steps which might have caused temporary ill feeling or inconvenience, so we put them off, hoping the issue would resolve itself, until the worst, instead of the best, happened.

In every human enterprise and effort, there is the possibility that it may end in failure or, at least, not as we have anticipated. This is one of the "delightful uncertainties" of life. In matters little and big, we can always either win or lose, either do our best or less than our best. Life is continually giving us a chance, as Shakespeare says, "To be or not to be"—as *we* would say, "To do or not to do." Each question that arises can be answered in the positive or the negative: "Should I—or shouldn't I?"

You are called upon to make continuous decisions with respect to your every thought and act. For this reason, it is necessary that you know yourself well enough — your tendencies either for good or bad, your temperament, your desires and your aspirations — so that the majority of your decisions, as problems develop, may be right.

When you have decided to try to make the best of whatever happens, you will begin to expect good to grow out of evil, truth to emerge from error, and right to replace wrong. You will no longer permit an adverse happening to get you down. You will, instead, look for the lesson behind it, and, as soon as you discover it, you will apply it, with profit, to your life.

To help you face the tragic moments, remember this: No condition is too hard to bear if you do not try to bear it all in *one single instant*. Your natural tendency, when in a tight situation, is to imagine how much worse it may get and to add the weight of your future imaginings to your present dilemma. Your

fear of the future then becomes stronger than your fear of the present. Your mind, which you should be focusing on the specific problem at hand, is apprehensively torn between present and future and is unable to function effectively.

◆ MEET EACH PROBLEM STEP-BY-STEP

Most problems are intelligently met on a step-by-step basis and time is required for their complete solution. Of course, the more involved the problem, and the more people concerned with it, the longer it will ordinarily take to work it out satisfactorily. But whether your problem is personal or public, whether it concerns yourself or others or both, always remember that the solution starts with *you* and the nature of your mental and emotional reaction to what has happened.

Resolve now, never again to say: "I am but one man or woman. I can accomplish nothing."

Every worthwhile achievement has had to have its beginning. Every project, every activity in life, has been started first by *one* individual, somewhere, somehow. Like seeds thrown to the winds, good ideas and good deeds eventually land on fertile soil. They have been known to cling to existence on barren soil — sometimes for years — till a new influence in the form of an awakened and resolute individual or individuals has come along to nourish and cultivate them and bring honor to their originators, known or unknown.

You can be assured by the law of compensation that no good effort is ever lost. You may see no apparent results from your labors, your struggles or your sacrifices, as yet. But, if you have held yourself free from bitterness and resentment and self-pity, if you have retained through it all your hope and your faith, you must, in time, arrive at *a turning of the way!*

When this time comes, you will then be able to look back, even upon a dark and painful past, and give thanks for the values you now discover you have extracted from it.

This is the attitude of mind which will create for you, as you steadfastly maintain it, a future filled with the things and the accomplishments you have long desired.

Have patience, have faith — and take courage. You are not in the battle of life alone. There is a higher Power that is with you all the way. When you have done all you can do, give God a chance to help. In quiet prayer and meditation, many answers to your troubles will be found.

Case History Dynamic 13

How Singer VonDusee Triumphed Over a Moment of Forgetfulness

It was the last radio broadcast of the famous Roxy and His Gang, in their studio in the old Roxy Theater. The occasion was charged with emotional memories. Celebrities and friends of Roxy and the cast crowded into the control room, the spectators' gallery and all available space on the floor about the performers and orchestra. Every number on the program was to be a "request," one of the all-time favorites of Roxy and His Gang, selected by the radio audience.

Roxy, in a touching little talk just before air time, thanked his gang for all they had done, for and with him, during the years of their happy, thrilling association together. There were tears in many eyes and lumps in many throats as Roxy raised his baton to lead his orchestra in the opening number. Every artist was resolved to give a supreme performance on this occasion.

When an atmosphere is as emotionally charged as this, anything is apt to happen. The program was moving dramatically and eloquently along until it came time for Harold VonDusee to sing the song, "Laugh, Clown, Laugh!" which he had made

famous. Roxy announced his number as VonDusee arose and took his position on the dais in front of the microphone, facing the orchestra. There was a burst of warm applause, especially from the other three of the Roxy quartet, of which VonDusee was a star member. The orchestra introduced the song with the opening music, and VonDusee commenced to sing the verse with a fervor he had never put into this song before. Studio audience and radio audience alike were deeply moved, carried along on a great tide of emotion as VonDusee swept magnificently into the chorus.

And then -- it happened! All of a sudden his face went blank, his mouth opened and no words came forth. Unbelievably, members of his quartet and Roxy realized that VonDusee had forgotten the words -- the words of a song he had sung *five thousand* times.

Frantically, they tried to throw VonDusee the lines, but by the time they had called them to him the music had passed this point, and VonDusee was caught in such an emotional vacuum that his mind wouldn't track. He was frozen on his feet, with nervous perspiration pouring down his face, looking desperately from one fellow performer to another, moaning under his breath, snapping his fingers, straining, fighting to make contact with his subconscious once more and recapture his memory.

All through the chorus and halfway through the second verse the orchestra played on, while this drama of a great singer who had suddenly gone mute continued. Every listener knew something had gone wrong; just what, they couldn't know. What had become of VonDusee's voice? Why had he stopped singing in the midst of a line?

Pleadingly, desperately, apologetically, VonDusee turned with gestures of complete helplessness to Roxy standing beside him. Roxy, directing the orchestra, smiled, reached out a reassuring hand and patted VonDusee on the shoulder.

This human touch broke the agonized spell. New light came

into VonDusee's eyes, his voice picked up the next phrase of the song, and he threw himself into the second chorus of "Laugh, Clown, Laugh" with great release of pent-up feeling. Carrying it through to the rousing finish of his career, he then collapsed in sobbing relief, with the studio audience on its feet, cheering.

It was one of the great moments in radio history, which will be remembered by all who saw it, and I, the author of this book, was one of the fortunate few, who sat in a chair provided by Roxy himself, on the studio floor, beside this very artist, VonDusee!

Lesser artists would have given up under the pressure of this lapse of memory, but not VonDusee. He needed something to release him from this fixation, which had come about because he had permitted himself to become overly-emotional. This was something, he told me later, that every performer must always guard against. He must be able to feel and express his feelings without letting these feelings run away with him. But a combination of circumstances associated with this highly sentimental occasion had proved too much for him. Roxy, however, had topped off this dramatic experience by saying to his radio audience at the thrill-packed conclusion of "Laugh, Clown, Laugh"; "You know, folks, sometimes we get so choked up — we just can't go on — and I'm sure you know how we all feel in our hearts, on this farewell occasion tonight."

■ **Thought Stabilizer:** *"It will be my endeavor to keep my feelings under control at all times, however emotional the circumstances, because I know I cannot conduct myself properly unless I do."* ■

THE CODE OF SUCCESS

From this moment on—

- 1. I will not dwell on tragedies of the past that I can do nothing about.**
 - 2. I will learn something constructive from every one of my experiences.**
 - 3. I will not permit any setback, however serious, to defeat me.**
 - 4. I will look for new ideas in every failure which may lead me to success.**
 - 5. I will search my memory to discover ways I may capitalize upon my past experiences.**
 - 6. I will always remember that a cardinal principle in the attainment of success is service to others.**
 - 7. I will make every effort to adjust myself to the loss of dear ones and to find new ways to continue the living of a useful life.**
 - 8. I will take the bad with the good, knowing that good will eventually triumph as I maintain the right mental attitude toward whatever happens.**
-

CHAPTER 14

Your "Sins"—Can They Make Your Life Richer?

AN ATTRACTIVE YOUNG WOMAN confessed to me not long ago that she had become intimately involved with a young man who had promised to marry her. This affair had been going on for three years and she was now in a highly nervous, frustrated state because she was not only no closer to marriage but she had discovered, instead, that her fiancé was showing an interest in another girl.

"I would never have consented to give myself to him," she said, "had I not had complete faith in his word. He told me he had family responsibilities and would not be financially able to marry for a time but that he needed me and, since we were going to be married, eventually, everything would be all right."

Unhappily, this kind of promise, however well-intentioned at the time it is made, is often broken and when it is, one or both parties are always hurt. If, as in this case, the aggrieved person has had a religious background and high sense of morals, this pre-marital adventure becomes something sordid, shameful and sinful.

"I don't think I can ever get over it," this young woman said to me. "I doubt now if Harry ever loved me. It's evident he just wanted to use me. To think how I cheapened and degraded myself these past years! My life is ruined. If I'd only refused his demands until we were married, how different it might have been! He wouldn't have lost respect for me, nor I for him."

This is, of course, just speculation. No one can be certain about what would have happened had they acted differently in the past. If a young man has a tendency to unfaithfulness, it has been proved that the bond of marriage does not necessarily keep him from it. I pointed out to this young woman that it could have been worse, that she might have been legally tied and still compelled to face this young man's involvement with another woman. Now, however, though temporarily crushed and disillusioned, she was automatically free.

"But now I feel lost," she said. "All I can think of is three of the best years of my life wasted. I know that, somehow, I've got to make the best of this because I've got to go on living. What breaks my heart is the thought I can't give to any other man what I've given him. I feel so guilty — so unworthy of the love of any good man, if I might ever be able to attract such a man to me, after this!

◆ THE BATTLE WITH DOUBT AND DISILLUSIONMENT

This young woman was not only attractive, she was talented as a musician and an actress. She said she had been offered numerous opportunities for affairs and that she had had several men express a serious interest in her during the past three years when she had been secretly living with the man she had intended to marry. Now, however, she had lost faith in men and faith in herself. She had no incentive to continue with her career and she admitted that she had, several times, considered taking an over-dose of sleeping tablets and ending it all.

Such an emotional reaction is not unusual in such instances whether applied to the woman or the man, as is witnessed by the almost daily accounts of romantic suicides. Faced with what appears to be, momentarily, a bleak and empty future, these men and women who have been rejected, seek revenge or escape from their disgrace by trying to remove themselves.

It is impossible to reason with one's emotions. You act as you *feel*, unless you take command of your emotions with your mind. Every man or woman, caught in such a romantic problem, must be able to picture a rational, satisfying way out. They must find a replacement in their mind and heart for the previous object of their affections. They must develop the power within to demagnetize themselves from the emotional hold their former paramour has held over them. They must come to accept this experience, however unhappily it has turned out, as a lesson which can be applied profitably to their future. What has happened in the past cannot, of course, be helped — but much can be done about what may happen in the future.

◆ THE "SALVAGED GOOD" IN THE EXPERIENCE

I said to this young woman: "You should be grateful to this man for having revealed to you that he is not worthy of your love as a husband. You must bear your share of the responsibility for living with him as you have. It has been proved, in your case, that you both acted unwisely. But it serves no purpose for you to stop living, to stop expressing your talents, to stop expecting good things from your future because of this mistake.

"Actually, as a result of this association, you have learned how to conduct yourself in the presence of the man you may meet who is destined to become your husband. And, ironically, you may be able to bring to this man a deeper love, understanding and appreciation than would have been possible had you not undergone what you have. This experience belongs just

to you. If you face your mistake constructively, you are the one who can benefit from it."

The counsel, as above given, is not meant to imply that a young man or woman should seek pre-marital sex experience as an aid to successful living in marriage, but, today, few boys and girls arrive at young manhood or womanhood without having had some intimate contact, however slight, with the opposite sex. Their basic attitude toward sex is conditioned by such experiences as they have had, and by their physical, emotional, mental and moral reactions to them.

The greatest damage to the future lives of young people especially, who become tragically involved in promiscuities, are the disillusionments they suffer and the guilt complexes they develop. You cannot make the best of a bad situation and gain release from a sexual involvement if you feel that you have committed an unforgivable sin and can never live down your disgrace or make atonement for your acts.

Today can become a new day with new opportunities for new, fine experiences in love and life, if you let go of yesterday, giving thanks for what it has taught you but letting the dead past bury its dead and taking only into your future, from the past, what you have gained of value.

◆ TO BE WRONGFULLY ACCUSED!

A terrible kind of disgrace is to be accused of something of which you are innocent. To have to stand up under public censure and ridicule, to see your friends drop away from you in condemnation, to be ostracized by those who had formerly trusted and respected you, takes a kind of raw courage that few individuals possess.

Nat Holman, famous coach of CCNY's great basketball teams (his "Cinderella team" of 1910 won both the National Invitation and the National Collegiate Athletic Association tournaments)

had to undergo a torturous indictment when the nation-wide "basketball fix scandal" broke and players on his team confessed to having accepted bribes to "throw" games or "spread" points.

The Board of Higher Education which governs the City College of New York, placed Nat Holman on trial and convicted him of complicity—violation of the amateur code—corruption of the boys he had taught to play basketball.

Holman, with 34 years of service behind him, could have resigned, claimed a substantial pension due him, and taken a position as coach with some other college. But he would not quit under fire. He had been through many great battles with his teams—but now he was in the greatest battle of his life—to protect his own integrity, his own good name.

The fight left its physical and emotional scars on Nat Holman and his wife. She developed an ulcer, then neuritis. He lost weight, his hair turned gray; he looked much older than his 56 years.

What hurt the most was the refusal of former friends to use their influence and prestige in defense of Nat Holman. Some admitted that the charges were phony but gave as an excuse for their lack of support: "Your name has been tainted—I can't afford to stand up for you, politically. Not only that, it's apt to affect my business."

Eddie Cantor and George Jessel, who had grown up with Nat Holman, on New York's East Side, volunteered their aid. Some professors had the courage to speak out against "his persecution." A few trades people offered to advance money to help Holman fight his case. But the great majority, in his darkest moments, were silent, apparently indifferent to his fate.

Finally, after a series of conflicting decisions, for and against Holman, he made one last appeal for vindication to the New York State Commissioner of Education—with the hope that the Commissioner, in reviewing his case, would over-rule the verdict of the Board of Higher Education.

Newspapers now took up his cause, raging at the "injustice" done him. A citizens' defense committee was organized. David Rosenstein, a prominent alumnus, prepared a "Memorandum of Morals and Justice in the Holman Case," comparing his persecution to that of the French martyr, Albert Dreyfus. The entire Alumni Association lined up in support of Holman.

Now, after all this time, the tide was turning. Public sentiment was coming his way. And the great day eventually arrived when the Commissioner of Education announced his findings: Nat Holman was innocent — he had been cleared of all charges — completely vindicated! Even the Chairman of the Board of Education of CCNY was in agreement with the reversal of the verdict.

And what did Nat Holman do when his life's greatest battle was won? Did he walk out on the college that had so maligned him? Did he take bigger coaching offers which were awaiting him?

"No," said Holman, his mind and heart free of malice, "I've been at City College thirty-four years. I can't ever think of leaving it."

And when he walked out on the floor, for the opening game of the next basketball season, before a capacity crowd — he was met with a great welcoming roar as fans leaped to their feet to give him a standing ovation.

Not in all the basketball victories his teams had won through the years had Nat Holman ever experienced such a demonstration. He had lived down his disgrace by facing up to it — by holding his head high — by never losing his spirit or his faith that he would, one day, be proved innocent. And his wife, Ruth, had stood by him through it all, with unfaltering loyalty. It had been a two-year ordeal — enough to break two people of lesser courage — but they had come through it — to greater acclaim than ever before.

◆ **MAKING A GOOD RECORD TO ERASE A BAD ONE**

Dishonesty, in any form, catches up to an individual, sooner or later. It is at the root of many crimes. The jails and penitentiaries are filled with countless people who have thought "they could get away with it."

If you have a "record" or a "past" your one hope is to so conduct yourself in the present that you will create a future of which you and those who love you may be proud.

There will be some who will be slow to forgive your offenses but there is nothing to be gained by holding resentment toward them. Either disregard their hostile or unpardoning attitude, or determine to return good for their ill will until they are convinced that you are a changed person and merit, once more, their confidence and respect.

It is not easy to recover a lost reputation and you must not expect to accomplish it for some time. Society is often cruel, ready to condemn and criticize anew at any apparent slips or back-sliding. But once you have stayed on top for a sufficiently long period, people will commence coming over on your side, inviting your participation in their activities and welcoming your association.

Again this is nothing that you can force, however much you may desire to win back a place in the hearts and minds of former friends. They have a right to make certain that you will not disappoint or disillusion them any more before opening their doors to you.

Whatever your so-called sins or crimes, you must actually repent of them and ask forgiveness, in your own way, of your fellow man and of your God — before your mind will be freed to assume the task of making atonement. If you still feel rebellious, if you do not regret your actions, if you believe you have been treated unjustly — it will be just a matter of time and

you will commit some new offense to get even or because you think no one cares.

No one leads a good life whose thinking is bad. You can't get back on your feet after a mis-step without a completely changed mental attitude.

There are many men and women, today, occupying responsible positions, who could not be trusted some months or years ago. But they earned these opportunities to rehabilitate themselves by living more exemplary lives, in some instances, than the very people who employed them!

◆ IT'S WHAT YOU DO TODAY THAT COUNTS!

Experience, as has been reiterated, is a severe but an ever-wise teacher. You can either accept the lessons, bitter though they may be, and thus profit by them—or you can choose to pass them up and thereby eventually suffer the penalty.

A friend who had undergone much, said to me, ruefully: "If you just live long enough *everything* happens to you!" No one, of course, wants everything to happen—and that's why we are trying to gain sufficient knowledge of ourselves and the intelligent forces within us to prevent "just anything and everything" taking place.

It is difficult for many people to realize that they cannot be alive yesterday or tomorrow—they are only alive *today*—this very minute, in fact. They are dead to yesterday insofar as anything they can do about it is concerned and they cannot be alive in tomorrow until it becomes *today*.

If you could remember this and would plan your life so that your full attention is given to the present moment and the present time, and if you would resolve to make the best of whatever is happening, while it is happening, there is *nothing* that you could not face, however difficult, without an excellent chance of meeting it successfully. This does not mean that you shouldn't give careful thought to the future and picture the goals you hope to achieve, but it does mean you should extract

every value from the moment in which you are actually living! No life, however well lived, runs smoothly throughout its entire length. There will always be times when you will have to draw upon your reserves — your mental resources as well as your material resources. Plan now — how you are going to meet such situations should you ever have to contend with them.

People who have developed the life-time habit of just getting by, of avoiding responsibilities, of letting others carry the load, of running out on obligations, are not equipped to make the best of things when they are finally compelled to meet the consequences of their past omissions and commissions. They have no built-in qualities of persistence, self-confidence, initiative, integrity, faith in themselves and in others or in God — to see them through. If you are weak — you cannot be strong when you need to be strong — because you have no strength upon which to draw.

The only way you can be prepared to meet life is through direct experience with life. If someone serves as a buffer for you — you are always weak and helpless when this buffer is removed.

Stand on your own feet. Resolve to face the consequences of your own thoughts and acts. A disgrace or a mistake can be overcome — and you can be stronger for having overcome whatever you have brought upon yourself — or whatever has happened to you.

It is only the quitter who fails. But you have ample evidence that others have won out over conditions which make most of your mistakes and disgraceful experiences seem slight in comparison.

Case History Dynamic 14

**How Orval Faubus, Arkansas Governor, Won Out
in a Trial By Fire**

The hottest gubernatorial race in all Arkansas history took place in the summer and fall of 1914. The incumbent Francis

Cherry was running for re-election, a traditional cinch to stay in office. No governor had failed to win a second term in seventy-five years.

Opposing Governor Cherry was a quiet but determined man from the back-hills country of northwest Arkansas, a small-town newspaper publisher from Huntsville, who had a burning desire to serve his state to the fullest of his capacity.

He had come from a poor family, had endured much hardship and sacrifice in performing every kind of farm labor, however hard or heavy or menial, just so long as there might be a few dollars in it. In seeking the governorship he wanted a chance to help lift the economic level of the little people in his state, as well as aid the expansion of business and industry.

Governor Cherry already had the strong backing of business and industry. He held as an added advantage as well the prestige of having been swept into office on a reform movement over a past administration which had been politically smeared for alleged mishandling of the highway building program and other vital state functions. Faubus himself had served as Director, for a short time, of the maligned Highway Department Commission.

Under these highly favorable circumstances Governor Cherry's supporters and campaign leaders felt they had nothing to worry about. They vastly underestimated the sincerity and high, driving purpose of Orval Faubus, whose tireless covering of the state and personal meeting of thousands of voters began to bring about a great change of sentiment in his favor.

When the Cherry people finally awakened to the fact that candidate Faubus was cutting seriously into their voting majority, it was decided that strong action must be taken. Something must be done and done quickly to stop this underdog challenger in his tracks.

But what kind of charge or accusation could be fired against Faubus which possessed sufficient potency to slow him up? Was

there something in his past of a shady or suspicious nature which could be dragged to light and capitalized upon?

The Cherry forces did a little investigating and came up with a "block-buster." It was learned that Orval Faubus, as a young man seeking higher education, had journeyed to the little town of Mena, Arkansas, for the purpose of attending, as they charged, a new school called Commonwealth College, which, some years later, was indicted by the Un-American Committee as a "communist institution."

It had not been rated communist at the time Faubus was on the campus, attracted by the offer of free tuition in return for his labor on the farm associated with the school. However, something in the attitude of the heads of the school hadn't satisfied Faubus; there had been something indefinable about the place he hadn't liked, so he had returned to his home in Huntsville within a week, without enrolling.

The information that Faubus had been on the campus of Commonwealth College was all, nevertheless, that the Cherry forces needed to go into action. In the last weeks of this hectic campaign, on a state-wide evening television broadcast, Governor Cherry cut loose with a devastating blast, producing what purported to be documentary evidence that candidate-for-governor Orval Faubus had attended Commonwealth College and implying consequently that he was a man with "communist leanings."

This did it! Orval Faubus, who had served his state and country in the Second World War and had returned home with Distinguished Service medals and other accolades for bravery under fire, was now under a more murderous fire than the shells of an enemy—because his whole career as well as personal life and reputation could be ruined unless he was able to stand up under this withering attack.

He was scheduled to make a noon radio broadcast the following day from the courthouse square in El Dorado, but when he got up that morning, he found a hastily convened city council

had denied him use of all public property. He was already condemned by swift and violent public reaction, before he had had a chance to answer the charges.

Friends and supporters all over the state were leaving him in droves, outraged at the thought that Faubus had deceived them by trying to conceal his former communistic interests and possible activities. The campaign headquarters in Little Rock was deserted. No one wanted to be seen in the vicinity. The brand of "communism" was so virulent that all but a few backers were completely intimidated.

Shortly before noon, however, wiser heads prevailed and the city council rescinded its ban against use of the platform on the courthouse lawn, on the accepted grounds that "a man is innocent until he is proved guilty." It was, therefore, announced that candidate Faubus would speak as scheduled. But Faubus, sweating it out in his hotel across from the courthouse, had been hit so hard that he had been unable to formulate an effective reply to the accusations Governor Cherry had hurled at him which, to Faubus, had been as vicious as they were unthinkable.

Newspaper reporters had been besieging him all morning, demanding to know what Faubus intended to say but his only comment was that the charges were completely false and he would reply to them in his radio broadcast.

As time approached for the radio presentation there were fewer than twenty people in front of the courthouse, whereas a crowd of several thousand had been expected. This was no indication that there was lack of interest. It simply meant that those who could get to a radio, at home or in the office, were there ready to listen, rather than permitting themselves to be seen in the company of this "communist labeled candidate."

In the last minutes prior to his broadcast, still in the solitude of his hotel room, Orval Faubus sought the answer — the right thing to say and do — in what must have been a prayerful and heartfelt moment. The answer came in the form of a telephone

call from one of his staunchest friends and backers, who was about the only one at headquarters who had not taken a "run-out powder." This friend passed on to Faubus a plan of action with the suggestion that it be used in this hour of emergency and Faubus just had time to jot down the message and get to the platform before he was on the air.

His opening statement was a strong denial of the charges: He admitted that he, a poor boy, had gone to Mena to look over the possibility of his entering Commonwealth College to get a higher education, but he emphatically refuted ever having enrolled at the college or taken part in any communistic meetings or activities.

As for the implication of his being a communist, Faubus then struck back with a "block-buster" of his own: "Should Governor Cherry, or any responsible leaders of his administration or campaign, make any further accusations stating or insinuating that I am or ever was a communist, they will be subject to a libel suit for a million dollars damages. I will sue for the protection of my good name and reputation, the good name and reputation of my wife and son; I will take this matter into court where genuine evidence will have to be presented in place of rumors and smears and innuendoes, and where I will be given an opportunity to prove my innocence in accordance with American principles of justice and fair play."

The citizens of El Dorado left their radios and came running out of their homes and stores. They ran on foot or jumped in cars and raced to the courthouse square where they joined a rapidly gathering crowd to cheer this underdog who had come back from the wars abroad to fight a war in his own state — and the right to represent, honorably and well, the fine people of his state.

As quickly as the tide of sentiment had left candidate Faubus it now returned, growing stronger and stronger in his favor in the fast-waning days of this fiery campaign. On election day this hundred-to-one-shot for the governorship was swept into

office by a solid margin, a dramatic repudiation by the voters of the attempt to blacken the name of a fellow citizen in order to win an election.

Governor Faubus won a second term in office with ease, having retained the confidence of the people, establishing at the same time with his administration a record of performance which has seen the state of Arkansas make its greatest economic progress in history. But he often reflects how close he came to having his potentiality for service destroyed for all time, had it not been for the stand he took and the fight he made to protect his good name from this slanderous attack. "However," he has repeatedly stated: "I bear no malice toward anyone. The past is past!"

Thought Stabilizer: *"When or if I am ever falsely accused, deliberately or through misunderstanding or mis-information, I will defend my innocence with all the power at my command, but when I have cleared my name, I will forgive and forget those who would have harmed me, so that my mind and heart are free of the poisonous venoms of hate."*

THE CODE OF RIGHT

From this moment on—

- 1. I will look upon my sins as mistakes and will do all in my power to correct them.**
 - 2. I will face my misdeeds and ask forgiveness for them.**
 - 3. I will not handicap myself by a feeling of guilt and self-condemnation.**
 - 4. I will not regard my life as ruined because of my mis-step but will, instead, make every effort to profit from my mistakes.**
 - 5. I will forgive others for the part they have played in the mistakes I have committed.**
 - 6. I will make up to those I have wronged, all I possibly can, for the sorrow and damage and trouble I have caused.**
 - 7. I will hold my head high as I engage in my come-back fight, secure in the faith that so long as I do right, I will ultimately regain my place in society.**
 - 8. I will do the best I can, each day at a time, as a sure way to accomplish my complete rehabilitation.**
-

CHAPTER 15

God, You and Your Neighbor

IT IS DIFFICULT, if not impossible, to see good in many happenings which have seemed catastrophic at the time, and from which we have thought we could never again recover. It always takes time for us to make an adjustment to such tragedies and to get a broader perspective on them. It has helped, however, when we have learned that we have not been alone in these experiences, that others have faced them, and have emerged finer, stronger people as a result.

To face life, realistically and logically, you must regard Man as an imperfect being, striving toward perfection, learning by the method of trial and error, through human experience. And you must accord to Man, with all his propensities for evil as well as good, with all his faults and weaknesses as well as virtues and strengths, the possession of potential Godliness within him.

He is a creature who has fallen, not once, but thousands upon thousands of times, in his individual struggles to understand not only the world about him but his own real self. It has been a long, long, inexpressibly anguished and, at the same time, glorious struggle — a struggle which is still going on. But, because Man has reached a state of awareness wherein he is

conscious of affinity with the God Power within — the future of Man is radiant with promise.

Man has tried, through the centuries, to comprehend this power. He has expressed his concepts through his fears and superstitions, his innate sense of worship of forces greater than himself, and through his slowly evolving mind. Great spiritual leaders have spoken authoritatively about this God and, later, much later, scientists have revealed Him through their discoveries. Today, as you know, the peoples of the world are of many faiths, but, with all these faiths, Mankind remains filled with ages-old fears and hates, unrest and uncertainty.

◆ EARLY CONCEPTS OF GOD

Why should this be, if individual man has really found God? Is it because we remember, in our deep racial subconscious, the fearsome journey our ancestors have made, beset with primitive doubts and wonderments? Can we still hear, as afar off, their cries to God for guidance and protection — a God Who, more often than not, appeared to turn a deaf ear while permitting Man to meet seemingly unjust punishments, conditions and untimely ends?

This is how the idea of sacrifice was born — It was an attempt to placate a God Who thundered in the heavens and shook the mountains and withheld rains and brought floods and otherwise tormented, often without seeming provocation, his creature, Man.

But, even though Man, time and again, gave up his choicest possessions, his finest young men and women, the God of Man's fancy was not appeased. Nor could He be depended upon to answer Man's needs and protect Man from his enemies, although Man paid homage to Him with the most elaborate and fervent of rituals and ceremonies.

Something, somewhere, somehow, was basically wrong. Either Man's concept of God was wholly mistaken and inadequate, or

God was an unfeeling tyrant who sadistically enjoyed the unceasing punishment of his own creation. Man's faith leaped high when God apparently smiled upon him; it wavered in an anguish of soul at every indication of God's wrath. How could Man love such a God? He could only fear Him.

◆ YOU NEED ENLARGED CONCEPT OF GOD

This has been, in essence, our ancestral heritage. If we are to believe that good can ultimately come out of each experience, we must find a philosophy of life which meets the test of logic as well as faith. This does not mean that we must abandon our own religious faiths — whatever they may be — for all paths lead to the same God. But it *does* mean that we must greatly expand our concept of that God and the unfailing influence of His laws and principles as they apply to all life and all things, all places and always.

It should now be apparent, as we think this through together, that the true God of this indescribably great universe can not be anthropomorphic; that He cannot be contained in any forms or state of Being that our finite minds can conceive. We must come to the realization that we can never find God outside ourselves — that His Presence dwells within all things, on whatever level of consciousness they exist, including what we term our "human consciousness."

God can, therefore, only become *personal* to us as we so think and live that we increasingly feel and sense the existence of His Power within us. We can see manifestations of this power in the world about us, in the inexorable operation of the law of gravitation, the mighty but precise gyrations of the galaxies in the heavens, the constant miracle of life in all forms; the infallible, impersonal, impartial functioning, everywhere, of the forces of cause and effect. This is God in action and we, His thinking beings on this planet, are the *re-actors*. We are constantly reacting physically, emotionally, mentally and spiritually

to everything that happens to us and the nature of our reaction is determining the kind of character and soul qualities we are developing. This is life on a broad scale — a more cosmic rather than a personal sense.

◆ YOU ARE A PART OF ALL LIFE

Because we each are related to one another in consciousness, even though we possess separate bodies and identities, it is therefore an illusion for us to think that what happens to any part of the human race — in Africa, Asia, Russia or Europe — will not ultimately affect us. The same God-given creative power exists in the minds of these peoples, as in our own. They may or may not be making constructive use of this power, according to our point of view, our upbringing, our education, our environment, our experience — but they have the same access to this power that we have. Therefore, their thinking can set up causations that can have far-reaching effects throughout the world, just as our thinking can.

Not only has your life been affected by the struggles and achievements of millions of human creatures now dead, but it has also been influenced and is being influenced by the thoughts and activities of the millions now living! The mysterious and mighty forces of cause and effect, for want of any adequate words to describe them, are functioning electro-magnetically.

I must repeat — every thought you think, every feeling you have, creates some sort of effect upon you, physically, emotionally and mentally, and, if expressed in words or actions, has an immediate and often lasting effect upon an undetermined number of others. Multiply this by all the thoughts and all the feelings that are occurring simultaneously in all the minds of all the peoples on this earth and you will have just a beginning idea of the colossal power of cause and effect on the mass consciousness!

◆ NEVER FORGET — LIKE PRODUCES LIKE

It then becomes understandable how wrong thinking and actions can have an effect upon not only the offenders but often upon others in their immediate vicinity who, themselves, may be innocent of wrong doing on their part. But there is a law in the realm of mind that "like always produces like." If you have lived in fear that a certain thing may happen to you or that some person may take advantage of you, you may create the very susceptibility in your mind and attract these conditions to you. Thus, while you are innocent in a certain sense, you have still been responsible for opening the door to this happening in your life.

Had your mental attitude been different, you would have set up a resistance in consciousness to such a happening and it would have passed you by. But it is also true that where two forces meet and are in conflict, whether physical or mental, the stronger will eventually win out. This again explains that a weakness in you, however virtuous or deserving you may be, may permit others to run over you or use you.

On the animal side of your heritage, you are still living in a world where the law of the survival of the fittest applies. You have the power within you, once developed, to become a positive, self-controlled, fearless individual, capable of meeting whatever happens to you in life as it should be met. To the degree that you can do this, it will be possible for you to *make* things happen for the best. Even so, there will be times when you will be sorely tried.

◆ YOU ARE AFFECTED BY WORLD EVENTS

Take, for example, the two world wars that have occurred in the life-time of the average man. How have you been affected by them? Have you lost loved ones as a result? Have you, your-

self, been wounded or invalidated? Have you miraculously escaped when, to all appearances, your "number" should have been up?

Whenever calamitous events occur, involving great masses of people, the individual is engulfed in so many fast-moving, inter-locking causes and effects that it is almost impossible to keep from getting some repercussions from them. Only the best-balanced men and women, physically, emotionally and mentally, come through such experiences more or less unscathed. But whether they emerge on the constructive or destructive sides of their experiences depends upon their *reaction* to them.

It is difficult to see how things have happened for the best when a fine soldier son or daughter is taken — or how one can make the best of such a happening. The death of any young person, for whatever cause, always appears untimely. When crime is associated with such a death — when an innocent little boy or girl is molested and killed by a sex fiend — how can this be *squared* with any philosophy on earth? Why should a loving, all-merciful God ever permit such an outrage?

◆ GOD IS NOT RESPONSIBLE

Actually, God, in a personal sense, has nothing to do with such happenings. If the Great God of this Universe was such a Being as to have had a personal awareness of such a crime and had the power to prevent a little child from being ravished and murdered, and did not instantly exercise it, we would have to conclude that God, Himself, was Evil Incarnate!

But we must not forget that we are creatures of free will and free choice and that, as such, we have the power to create good or evil by the nature of our thoughts and desires. We are eventually punished as we go counter to the laws of our being—the laws of the universe, even the laws of man. But this does not prevent us, on occasion, as we are tempted or as we choose, from disobeying these laws. When we do, as in the case of the sex fiend, innocent people often suffer and die.

We can see how, if the sex fiend is caught and punished, and even executed, as we consider justice, that some measure of retribution is visited upon *him* for the crime. But we cannot see how atonement can ever be made for the wanton mistreatment and killing of the poor victim.

Certainly, unless our philosophy embraces the conviction that life goes on, that there is a finer world and dimension or existence beyond this, and that a little child who has passed on has opportunity for greater happiness and progression, we can never accept such a tragedy as having any adequate compensation, at any time, anywhere.

Even though such a crime might result in so arousing community feeling and indignation that steps were taken to protect other little boys and girls from a possible like fate, and though the death of this victim may have led to the establishment of more enlightened medical and psychiatric treatment of sex deviates, it still does not seem to balance, constructively, the enormity of the crime.

And yet, it is always our tendency to think in terms of the *personal*—the *individual*. If we put ourselves and our feelings aside for a moment and view humanity-at-large, we will see that, throughout the ages, as now, it has been the injustices and the sufferings visited upon the comparative few which have always, eventually, brought about improvements and protective measures that have helped save the many from like injustices and sufferings.

◆ GREAT GOOD HAS COME FROM EVIL

Working men and women had to sicken and die through over-work, mistreatment and unsanitary conditions in the sweat shops of the world before public opinion was raised to the point of compelling the heads of industries to provide livable, workable conditions for their employees.

Motorists have had to be killed on a dangerous curve on a

highway before authorities were forced to straighten it out or put up proper warning signs, thus saving the lives of many more otherwise potential victims.

The Iroquois Theatre in Chicago had to burn with the appalling loss of life of more than six hundred children before city authorities would pass a law requiring all doors of auditoriums and theatres to open outward instead of inward.

The steamship, Morro Castle, had to be destroyed by fire at sea and many passengers go to their deaths before maritime officials enforced the laws requiring lifeboat drills and lifeboats and equipment to be regularly inspected so as to make certain they were in good working order.

The devastating earthquake in San Francisco had to occur before the building codes were amended to provide that certain safety measures of steel construction and other structural improvements be made for protection against the future.

Many air disasters have had to take place in the history of aviation to reveal to plane builders defects or errors in construction which, with correction, have contributed to the fine safety records of today.

The horrific circus fire in Hartford, Connecticut, in which many were trampled or burned to death, had to happen to cause all owners of tent shows to use fire-proof canvas and take greater fire precautions.

The tragic LaSalle Hotel fire in Chicago, also taking many lives, caused the condemnation of numerous fire traps and the establishment of new laws for the protection of tenants in all hotels and tenements.

The great hurricanes and other weather disturbances, with their consequent tremendous damage, have brought about a system of more accurate weather prognostications and greatly improved methods of coping with these storms.

Bubonic plagues in Europe resulted in the eradication of rat-infested areas, and epidemics throughout the world have brought about the necessity for greater sanitation and other

preventive steps. As a consequence, many age-old diseases such as small-pox, malaria and typhoid are disappearing from the lives of humanity.

Cases of ptomaine poisoning, occurring in any community, always bring on investigations and more stringent action along food inspection and health lines for the greater protection of the public.

Graft and corruption in government, when they become too flagrant, are always exposed and often lead to investigative committee action, indictment and conviction, followed by a more honest administration of the departments involved, for a time.

Vicious crimes never fail to alert different neighborhoods and cities to more protective police action, and the steady rise in crime today is compelling a study of all conditions which contribute to the development of criminal tendencies in young and old.

Over-crowded schools and the fact that education is not equipping young people, at large, with the knowledge of how to face life as they should are bringing about increasing efforts to overhaul the entire educational system as well as make financial provision for more facilities.

The shocking change in moral conduct of the young, the alarming increase in the number of divorces and broken homes, has stirred sex authorities, doctors, psychiatrists, educators, business and industrial leaders, and ministers to give this complicated and highly serious problem Number One attention.

◆ SOCIETY MUST PROTECT ITSELF

Everywhere there is grave trouble in any phase of human activity, if it has a chance of affecting society as a whole—something is done about it!

It is, however, typical of humanity, that no concerted move to take remedial or preventive action is made until conditions have reached disaster proportions. As long as cases of murder, rape,

graft or other crimes are not too frequent and remain more or less isolated, they are soon forgotten. But let the community-at-large be menaced and you get action.

Thus it can be seen that tragedy always plays a vital part in the advancement of civilization and that the deaths and abuses suffered by humans in all walks of life, which call attention to evils that have needed correction or elimination, have been blessings in disguise for those whose lives have been saved, and humanity itself has been served.

◆ THIS LIFE AND THE LIFE BEYOND

It is the fate of everyone born into this life to, one day, die out of it. We are all pilgrims travelling the same road together. If this road stretches beyond the limitations of our five physical senses and there is revealed an ever-widening highway after death, as I have personal reason to believe there is, then our entrance upon this highway, whether early or late as years are counted, is not all-important except to our loved ones and friends left behind.

Your reason should tell you, from your experience in this life, that any other life will offer no less in the way of opportunities for development and advancement. As I say in my book, "You Live After Death", in which I present the evidence for survival I have obtained through a life-time of personal investigation and research: "It is my conviction that, when death occurs, we will find ourselves in a world just as real to us there, as this world is here, with duties to perform, responsibilities to assume and continuing and expanding opportunities for service."

If this is proved to be true, if Science, in time, supports our faith in providing evidence that man does survive death, as I believe it will, then, for even those who have met untimely and tragic deaths, we will know there has been an adjusting compensation.

Before we came into this life, preparations were made for

our arrival by our parents-to-be. As man has evolved on this earth, he has provided orphan homes, hospitals, schools and numerous institutions for the increasing care and development of present and future generations. Is it too illogical to presume that you will find similar and better provisions set up for advanced care and development in a world beyond this?

The miracle of your continued existence in the next world could be no greater than your coming into existence in this one. When we see only one small segment of life at a time, it is difficult to get the proper perspective. If we could know, without any shadow of a doubt, that life *does* go on, it would be much easier for us to accept, with better grace, and to adapt ourselves to the loss of dear ones, often "before their time", as we think, and after what seems to us to have been unwarranted suffering.

The trouble is, few of us put our professed faiths into actual practice, when faced with personal tragedy.

◆ MEETING THE TEST OF LIFE

Mrs. Nell Cates Rimmel, prominent Arkansas woman, had her faith severely tested, some years ago, when her husband, assistant manager of Mutual Life Insurance Company of New York, was stricken with a fatal illness and died, leaving her a young widow with the sole responsibility of raising six small children, the oldest ten years, and the baby, one.

Small of stature but a woman of mountainous spirit, she organized her household, brought her mother to live with her, then a nephew and, finally, a colored woman to cook for the family and help care for the little Rimmels, while she assumed the economic problems involved.

She not only saw her children successfully raised to receive fine educations and become outstanding citizens (one of her sons, Pratt Rimmel, the first Republican mayor in Little Rock's

history) but she, herself, an accomplished musician, became a state leader in church and politics.

Asked how she did it, the capable, spirited Mrs. Remmel said: "I've always been an incurable optimist. I always planned for the best to happen, always believed things happened for the best, and, usually, it worked out that way."

◆ YOU MUST BE RESPONSIBLE FOR YOUR ACTS

There is no limit to what can be overcome and accomplished when one meets the tests of life with this philosophy. We might wish, in our weaker moments, that God was the kind of God who would protect us from every unhappy or evil happening, and would see to it that we received every heart's desire without any effort or sacrifice on our part.

But, if God *were* the kind of Being who watched over every move we made and, each time we were about to make the wrong move, prevented us from doing it, we would be mere puppets on strings, possessing no free will, no freedom of action, no authority, no individual power of decision, no ability to grow and develop through our mistakes, and, in the end, we would have no character, no identity, no soul of our own.

Would you really want this? Would you want taken from you the glory and satisfaction of your own accomplishments? Would you rather God had not shared with you the participation in creation—the power to evolve your own soul—to build your own future?

Granted that the way of life is rugged, that you may have many crosses to bear, that your path is often beset with heart-breaking disappointments and seemingly insurmountable obstacles so that you cannot see how you can possibly make the best of what has happened!

Still, would you, as you now consider your place in God's great universe, wish yourself to be any less than you are, deprived of all responsibility for your thoughts and acts?

You know how much you rebel against a friend or loved one trying to run your life for you, to decide what is best for you, to watch over every move you make. However well-intentioned, no one can think as you think, feel as you feel, and know what is really best for you, except—yourself. Even so, you have to learn what is best through trial and error, through the business of living, through facing life on your own, and through relying upon God's unfailing laws and principles to guide you!—as they impersonally serve all peoples, at all times, who strive to live in accord with these laws and principles!

◆ YOU HAVE THE POWER TO CHOOSE

It is due to the very fact of man's possession of free will and free choice that things have often gone wrong and will go wrong in his life. But, it is inconceivable that if God took a direct hand in all of man's affairs and exercised control anything less than perfection would result. This being true, it is obvious that God, after creating man, has assumed a "hands off" policy and is giving man every opportunity, on his own, to strive toward perfection by earning it through his development.

Man apparently has an eternity of time and place in which to do this. That he has made tragic mistakes in the conduct of his life and will make more along his path of progress, is not important in the finality of things. What is important is that he has the right to move up or down as he chooses and to help make, in association with his fellow humans and by proper use of the powers God has given him, the world in which he lives!

Man's mistakes on the physical plane alone have caused him great anguish and suffering. It has led to the birth of babies, diseased, deformed, imbecilic and impaired in every conceivable way. Somewhere, back along the ancestral line, something went wrong with the perfect cell pattern Nature had planned. But it was not God's Will that certain of His creatures should

come into this life so handicapped. At the root of these unhappy biological manifestations is man's own wrong thinking and wrong actions. Wittingly or unwittingly, he has broken certain physical laws and he and his offspring have been called upon to pay the price. The Bible gives recognition to this causation when it declares that "the sins (mistakes) of the fathers shall be visited upon their children even unto the third and fourth generation." Tracing these mistakes back to the very genes, themselves, reveals the profound effect of thought and feeling and action upon each life and the lives to come!

◆ YOU MUST PAY THE PRICE

Gradually, we human creatures are commencing to realize what we have been doing to ourselves through the centuries. We are blaming God less and less and ourselves more and more. We are coming to the time when we must face the results of our own thoughts and acts if we are to survive on this planet.

There is every hope for our future in the realization that God has not decreed we should be born crippled, that He is not setting up obstacles before us, that He is not condemning us for our mistakes—that we, instead, have handicapped ourselves, have created our own obstacles, and have condemned ourselves to punishment by our own acts, so at variance with the laws and principles of God as well as man.

Having done all this to ourselves, we know that we possess, at the same time, the power to undo it. Freed of any fear of God's Wrath or God's Will, as we suffer or die for our shortcomings, we have the tremendous, unshackled assurance that we can proceed, with the help of the God Power within us, to correct our thinking and to correct the mistakes we have made through ignorance or through willfulness.

One of the great souls on our planet at this time is the medical missionary, Dr. Albert Schweitzer, who has lived his philoso-

phy and who has made things happen for the best for himself and others. To face life as we should, we may well consider his sage advice:

"Whatever you have received more than others in health, in talents, in ability, in success, in a pleasant childhood, in harmonious conditions of home life—all this you must not take to yourself as a matter of course. You must pay a price for it. You must render, in return, an unusually great sacrifice of your life for other life."

That's the crux of it—to be ready and willing to take the bad with the good and to make the best of both, so that the two opposites are made to serve each other in the conflicts and complexities of experience which we call human life.

Are you ready to accept this challenge? If you are—your future is filled with new promise . . . a certainty of greater happiness . . . and hitherto impossible triumphs of body and of mind.

Case History Dynamic 15

How The George Crane Family Met Personal Tragedy

Dr. George W. Crane, III, is the nationally known and widely beloved columnist whose philosophic, syndicated newspaper column has brought inspiration and cheer to millions. He and his wife have been active for many years in church and civic work in Chicago. Every Sunday morning at 9:30 Dr. Crane teaches a Bible class at St. John's in his neighborhood and then drives down to the Chicago Temple to hold another class at 12:30.

Until July 7, 1956 the Crane family consisted of five wonderful children, all of whom could be seen in the front row of church whenever they were all home together. But on this date, George, IV, the oldest son, was not at home. He was a jet pilot

with the United States Marine Corps, stationed at Glenview Naval Air Station.

George IV was a stalwart young man of highest character and aspirations, gloriously typical of the fine kind of men and women who usually come from American homes — or from the homes of any fathers and mothers anywhere who have the joy of living in their hearts, who deeply love one another, their children, and the God of this universe, whose Presence is reflected in this love.

Such a family has bonds of true affection which reach across time and space and surround and embrace loved ones with feelings of assurance and security, wherever any one of its members may be.

On this July 7th at Glenview Naval Air Station, George IV, volunteered to lead a group of Boy Scouts on an inspection tour. He was greatly interested in youth. As a pilot with the Marines in Korea, Lieutenant Crane had done all he could for the orphans and other children there. Returning from this round of duty, he had announced his decision to attend medical college and specialize in pediatrics as soon as he got back to civilian life. He strongly felt that everything possible should be done to help and boost the morale of handicapped boys and girls the world over. In line with this purpose, he was interested in a Christmas book, with accompanying music, on which he was working, spurring the composer to create the song and prodding his brother Philip into writing the music for the story "Little Sandy Sleighfoot".

His mind was full of thoughts for the future and the service that he hoped to be able to be to the world when he excused himself from the large delegation of Boy Scouts around two o'clock, telling them he had to make a quick jet flight across Lake Michigan and back.

"I should return inside an hour," he said as he waved goodbye. "If you're still around you can see me land."

There was a large crowd standing along the runways this

Saturday afternoon because it was the day before the famous Air Show.

George was sighted by the Scouts, on the return flight, a few minutes before three, occupying the lead plane position in a diamond formation of Cougar jets. They saw him peel off, preparatory to landing, and then they saw with horror the jet behind sheer off the tail of George's plane.

George's wounded jet began catapulting toward the earth. It looked as though it might fall in their midst but George, apparently realizing this danger, stayed with his plane to keep it from smashing into the crowd or houses below. He delayed too long pulling the ejector lever. His parachute never opened. His wrist watch, after the crushing impact, stopped at 2:59, the moment George's life left his body.

Radio quickly flashed the news of the accident around the country. Daniel and David, two brothers of George, were playing in their front yard in Chicago. A neighbor, getting the shocking report, rushed out to tell them. They broke the news to their mother and father.

It seemed impossible that George could be gone, this young man who had been so very much alive with the love of living, the love of serving his fellow man. It seemed unthinkable that a loving God would have permitted such a life, with all its promise, to be cut short. For the first twenty-four hours, the Cranes could not adjust themselves to the full realization that their son would never more return to his earthly home, in the flesh. They still felt their spiritual bond with him, he was still just as much a part of their family group. Only the physical connection had been broken.

And so, overwhelmed by a flood of condolences which swept in from people of all faiths, the Cranes decided to attend church as they had always done, as a family, in the faith and conviction that this is what George would have wanted them to do. Somehow they felt closer to him by following their normal course of action.

Dr. George Crane, somehow managing to control his voice, conducted his Sunday school classes as usual. He did not regard this as any special show of bravery. He said simply, "This is where we have always been, together, on Sunday — so, at this time of crisis in our family, why should we be elsewhere? Besides, I have always felt that if our loved ones ever are permitted a brief glance backwards to view their kinfolk here on earth, that glimpse would let them see us at our very best. So, here we are, in this little moment on earth, in the place where George would expect to find us at this time, to give to our son our parting salute — from those six of us remaining."

Today, the Cranes are carrying on for George IV, each assuming an added sixth of the load, in an attempt to do the job which George would have done were he still physically present. The book for children, "dedicated to children everywhere" as George had wished, has his share of the profits in it allocated to a non-profit educational foundation to "help promote happy marriage and better child-rearing techniques."

There can be no death, in the larger sense, when loved ones, young or old, meet the heart-searing test of separation with quiet courage and faith, such as that expressed by the Cranes in a little booklet they have published for distribution to their friends, in which they pay loving tribute to their departed son, and end with these confident words of farewell:

"So long, George IV, we'll be seeing you!"

Thought Stabilizer: *"When separation comes, as it must sooner or later in the life experience of every loved one, I will be prepared to meet this separation courageously, and to continue my own life, constructively, as a testimony of my love and my faith that when my time arrives to step across into the next existence, I'll be seeing my beloved once again."*

THE CODE OF UNDERSTANDING

From this moment on—

- 1. I understand and accept the fact that God plays no favorites in His Universe—and that I have as great an opportunity as any of my fellow humans to draw upon this God Power.**
 - 2. I realize that God does not punish me but that I, as a creature of free will and free choice, punish myself when I go against God's laws and principles.**
 - 3. I will strive to find the good in every bad happening and to profit by it.**
 - 4. I will regard each tragic experience in life as a test which must be met, constructively, for my own good and the good of those associated with me.**
 - 5. I will not blame outside circumstances for the things that happen to me but will do everything possible to develop the power to overcome them.**
 - 6. I will make every effort to adapt myself to the loss of a loved one in the faith that this loss is only of temporary duration in the eternity of time.**
 - 7. I will gladly pay the price necessary to win my share of the happiness and health and success, awaiting me in this world.**
-

CHAPTER 16

Face Your Future Victoriously!

What does it take to live joyously, triumphantly?

Actually, if it comes right down to bedrock, you discover you can do without most of the things you have thought so absolutely necessary; that if you have love and happiness and health left you are just about the richest person on earth.

Bessie Lasky, wife of the renowned picture producer, Jesse Lasky, found this out when, during a period of adversity, they had to sell their luxurious home in Hollywood.

"I just knew we could never be happy in another house," she said. "I had designed and built this house around the needs of our family and had rooted myself deeply in the garden and the home. But we hadn't been able to afford to keep it up. It was growing shabby, it was in sad need of repairs. Finally, after putting it off for two years, I had to face it. Something had to happen. Reluctantly, Jesse and I decided to put it on the market, though even then I secretly hoped it wouldn't sell.

"I'm convinced that my attitude kept it from selling because we had many lookers but no buyers. I just couldn't let go of the house in my mind. Then, one day, just before Christmas, it came over me that I was foolish to keep clinging to a part of the

past. I agreed to have a sign put up on our street, in front of the house.

"The moment I did this conditions changed. On Christmas morning, I heard a knock on the door. It was a family of three, father, mother and little girl. The instant I saw them, I had a feeling that my house was going to them.

"I sat, listening to the changes they proposed to make in the home I had loved so much. The little girl was planning to take possession of my room—my study. It was to be made over for her. I heard criticism of this and criticism of that. Then they left, saying they wanted to think it over—but they were back in three days and said they would take it—if we would vacate in six weeks!

"Six weeks! The thought of packing, of sorting the collection of things we had accumulated through all the years, was terrifying . . . but I somehow managed to say, 'All right; it's awfully short notice, but if you want it in six weeks, you shall have it.'

"How quickly the six weeks passed! I'll never know how I was able to get everything dismantled and packed, much of it ready for storing—but the day finally came for our departure. It seemed as though the vans would never stop being loaded.

"As I watched them come and go and the big house took on an emptiness, barren of the furniture, the personal belongings, my many canvasses containing my paintings, all that I had held so dear, I was suddenly brought to a tremendous realization. I saw so clearly what I should have seen years before: that I had been living for my possessions—that they had owned me, almost body and soul. I was weighed down by the very thoughts of them now—and I knew then, with a feeling of great relief and thanksgiving, that I would never live in a large house again.

"Everything was placed in storage and that very day, Jess and I bought a small lot on the same street. I started to plan a house just for the needs of us two.

"One night, I went to sleep in a great state of confusion. I

had been trying to figure out just where I would place all my stored things in the new home. The next morning I awakened early and seemed to hear a voice say: 'Sell everything but the things you absolutely need! Put everything up at auction. Keep only your bare necessities for the small house. Your life interests are changing and you don't want to hold onto anything that will interfere with your creative work.'

"When Jess came down for breakfast, I said to him: 'Jess—I don't know how you will react to what I have to tell you—but I've had a tremendous vision. I hope you will agree—I want to sell everything at auction—except just what we have to have for the little house. Will you give your consent?'

"Jess looked at me for a moment, almost unbelievably. Then he answered: 'Well, I thought you never could live without the Queen Anne period. Can you; will you be happy? . . . If so, I think it's a wise decision, and I will agree.'

"That very day, we arranged for the storage people to send everything to the American Auction for sale. I made a list of the things I wanted to save for the small house and they were held out. Later, I drove past the auction place. I knew many of my treasures were in the window but I said to myself: 'You've made your decision, turn your face the other way.' And I never looked at them again. I had given up the possessions I had treasured for years. I was, at last, *free!*

◆ IF POSSESSIONS OWN YOU — THEY CAN LIMIT YOUR HAPPINESS

"I had never realized how much time and energy and thought it had taken to possess all these things, which I felt I had needed. But when my small house was built, as I had designed it, I found that the time I formerly spent on *things* was mine to paint, to work, to plant, to do all the simple things I had so long wanted to do, but which the life I had been living had not allowed me to do.

"There came over me then a great peace, a contentment, a feeling of completeness I had never known. I have been supremely happy ever since. Best of all, that same happiness is shared by Jess, who loves our little home as much as I do.

"I can only say to others who may have to make difficult decisions—who feel they are losing everything. Don't be disheartened . . . don't let yourself think the end of the world has come . . . it may, instead, be just a new beginning—a simpler life, perhaps, but a more joyous one, in every way."

Inspired evidence of what Bessie Lasky has been doing with her creative time, of the superb powers of artistic expression she possesses, is furnished by the international recognition accorded her oil paintings on a wide variety of subjects. She has presented "one-man invited exhibitions" in New York City, Paris, and London.

Are you free to do what you really want to do? If you are not, this may account for your feeling that you have failed in some department of your life, failed because other *things* and activities may have seemed more important. But now that you analyze them, now that you are reaching out for a new set of values, have they been? Only you can answer this question for yourself.

The lives of great men and women all testify to the increasing values they have extracted from their life experiences. As you face the future, take inventory to make sure that you are not cluttering up your days with a lot of worthless interests and activities and things which are almost totally absorbing your time and your energy, "worrying the life out of you", depriving you of joys and accomplishments and the vitality of mind and body you should possess.

The chances are, after you have finished this inventory, that you will want to make some changes!

◆ YOU CAN MAKE YOUR FUTURE WHAT YOU WANT IT

Today, there is a great upsurge in the minds and hearts of men everywhere, a growing inner yearning for better living conditions and a better life. Your own aspirations are linked with those of every other man or woman of whatever color or race or creed who seeks individual betterment and advancement.

As you strive to bring about improved conditions for yourself and loved ones, your efforts are helping every good effort everywhere hasten the day when the freedom and good things you enjoy may be shared, to an ever-increasing degree, by your fellow humans, at home and abroad.

Case History Dynamic 16

**How Harry Barnhart, Originator of Community Singing,
Got His Start**

When he worked as a virile, broad-chested young man in the Carnegie steel mills, Harry Barnhart loved to sing. His deep baritone voice boomed out above the roar of the blast furnaces. His voice, as well as his personality, was contagious. Soon his fellow workers were singing with him, and there came to Harry Barnhart a vision. He said to himself, "I hear America — singing. I see a singing people — people of all nationalities, blending not only their lives in this great, free country — but their voices — in a wonderful release of spirit and feelings — in the harmony of song!"

To help make his vision come true Harry Barnhart went to New York. He secured permission from the Parks Commission to occupy the bandstand on the Mall in Central Park on Sunday afternoons with a piano and a pianist.

"All I want," said Harry Barnhart, "is a chance to invite the people in the park, the men and women and children, to join me in singing the old songs — the family songs — the patriotic songs — the songs of their childhood — the songs of their country — and to experience, by so doing, the feeling of oneness which exists between us all."

That first Sunday afternoon a big, booming-voiced man with a hearty laugh and a heart-warming manner stood upon the platform of the bandstand in the Mall, beside a huge stack of songbooks, with a woman friend at the piano, and sang to the passers-by. He was attired in an eye-catching white flannel suit. There was something magnetic and compelling about him. People commenced to stop in wonderment, then to remain as participants.

"Come on, you people!" smiled Harry. "Come on and sing with me! Here — take one of these books. Let's turn to page 31 — 'America, the Beautifull' . . . Let's sing about our great country . . . Why, of course you can sing — anybody can sing! Even I can sing!" and Harry let out his great voice which carried across the far reaches of the park and startled people going by in cabs and limousines and carriages.

"What's going on?" everyone wanted to know. This was something new, something different.

In half an hour, after starting with half a dozen or so on-lookers, Harry Barnhart had a crowd of five hundred singing. In an hour he had three thousand! Magically, he had converted this three thousand into a chorus of all nationalities, white and colored, every individual caught up in the spirit of song and the joy of singing together.

"Now," said Harry Barnhart at the conclusion, "I'd like to ask how many of you would like to come back next Sunday and do this again?"

Almost every hand shot up.

"How many of you will bring some others to sing with you?" Again almost every hand shot up.

"Good!" said Harry Barnhart, "Return the song books, please.

I'll have more to lend you next Sunday. Good-bye until we meet again!"

The following Sunday, the Mall in Central Park was jammed. Reporters from the papers were present to record the amazing event.

"You're wonderful!" said Harry Barnhart to the happy throng. "Now, do you know what I'm *picturing* for next Sunday? How would you like a hundred-piece band up here on this stage to play for you?"

There were cheers.

"All right. We don't have any money, but I have faith that the way will be provided if we want this band badly enough — because this park belongs to you, the people, and if you picture what you want, and keep picturing it, there isn't any power in the world that can prevent you from getting it. There is only one catch. You have to work for it. Sometimes you have to make sacrifices. But what you desire can and will come to pass if you persist. Now — all of you — take a moment to picture in your mind's eye — see in your imagination — a great band of one hundred pieces seated behind me on this stage. Can you see it?"

There were cries of "Yes, yes! What shall we do? Take up a collection? How much will it cost?"

"I don't know exactly," said Harry Barnhart. "Possibly a thousand dollars, but we won't worry about that today. You folks be here next Sunday and just have faith that the band will be here, too!"

Following this inspired song service Harry Barnhart was surrounded by men and women who wanted to make donations. He turned them down, with thanks, telling them that he wasn't prepared as yet to accept such offers of support from the public at large.

A distinguished woman, who had alighted from a limousine parked some distance away, waited until all were gone, and then quietly approached the man who had stirred the strollers in Central Park with song.

"Mr. Barnhart," she said, introducing herself, "I am Mrs. Wurlitzer. I am sure you know of my husband's standing in the music world. I have never been so moved as I have been by witnessing what you are doing with these people from all walks of life. You have proved that there is a song in every heart, starving to be expressed. These people deserve the best there is in music, and I'd like the privilege of helping them get it. Here is my personal check for a thousand dollars — so you can have that band of a hundred pieces for them next Sunday!"

Harry Barnhart, tears in his eyes, gratefully accepted the gift. The following Sunday, amid the joyous cheers of at least twenty thousand men, women, and children, Harry Barnhart, baton in hand, stood before the band he had pictured.

This was the start of the famous "Song and Light Festivals" in Central Park which continued up to the beginning of the First World War, when Harry Barnhart was commandeered by General Bell to create a "Singing Army."

Those who participated in these great and inspired community sings, held each Sunday night around the electrically lighted lake near the Mall, will never forget them. The band and Harry Barnhart, its conductor, were situated on an island, so that the more than one hundred thousand members of the chorus could see them from every vantage point. Claude Bragdon, renowned scenic designer and electrical engineer of that day, had joined with Harry Barnhart in providing the staging and lighting effects which became the talk of the country.

All this the achievement of one man who started with a vision!

■ **Thought Stabilizer:** *"Though I am but one individual, there is no limit to what I can accomplish if I have the vision, supported by sufficient faith and resolution to make what I have pictured come true."* ■

A Folio of Basic Techniques

- **DO YOU FULLY UNDERSTAND THE PRINCIPLES THAT HAVE BEEN SET DOWN IN THIS BOOK FOR OVERCOMING FAILURE?**
- **THE FOLLOWING PAGES CRYSTALLIZE ALL THE BASIC TECHNIQUES FOR:**
 - 1. OVERCOMING OBSTACLES**
 - 2. TURNING FAILURE INTO SUCCESS**
- **REFER TO THIS SECTION WHENEVER YOU FEEL THE NEED OF A BRIEF REFRESHER COURSE IN THE BROAD PRINCIPLES DISCUSSED IN THE PREVIOUS PAGES.**

If you should find yourself under stress and strain, for any reason, what should you do?

Stop everything and ask yourself: "Am I in control of my mind and emotions?"

If you then discover that feelings of fear and apprehension, worry and doubt, hate and resentment have taken hold of you—tear yourself loose by an effort of will—and throw them out!

Dispense with them before they dispense with you! You can't win when such destructive emotions are in command. You can't think yourself out of any jam you are in, because your mind can't operate intelligently. Under these wrong influences, you will say and do the wrong things, make the wrong decisions, get yourself fouled up worse than ever.

These are facts about yourself you should have learned and which you should never forget!

Should you find yourself in a tight spot, upset emotionally and mentally, your resolution taken in advance to "stop everything" and take stock of your situation, can save you.

When you ask yourself the question: "Am I in control of my mind and emotions?" and the answer you get from your inner self, is "No"—then you should take the time to meditate as follows:

"I'm going to *do* something about this! I'm getting off by myself, right now, so I can think this thing through from the beginning. I'm going to view what has happened as impersonally as I can, and discover how I got myself in this fix.

"I'm going to assume my share of the blame. If others have contributed to the mess I am in—or the problem I am facing—I am not going to waste my needed energy or impair my fair and unbiased judgment by holding hate or resentment toward them.

"If something has happened that I cannot help or do anything about, I am going to accept it and make the best of it, resolving

Control
of Mind
and Emotion

A
Valuable
Meditation

that nothing like this is going to happen in my future. I will refuse to brood about it. If I can correct the situation, I will do what needs to be done, even at a sacrifice, if necessary, rather than permit this unhappy experience to drag on and on, and bother me day after day.

"I realize that I need a free mind to attract better things to me in my future — and that it is not good for me to carry unsolved problems around with me. So — I let go of all these disturbed thoughts and feelings. When I do this, I know that I can think straight — and that the right answer to my problems will come to me."

Do you recall that I told you earlier in this journey we have made together that a fundamental law in the realm of mind is — *like always attracts like?*

Break
the
Hold of
the
Past

This means that *what* you think — you essentially *are!* Change your thought and you change yourself — not only inwardly but outwardly. The conditions and circumstances around you also change!

But it is not enough to change the nature of your thoughts today. You must change your mental attitude concerning many of the things that happened to you in your *yesterdays!* Here is where most of your troubles lie, here is where the damage has been done.

It does you little good to make the best of things which are happening to you now when you are continually attracting these kind of experiences as a result of your past, unchanged, wrong thinking!

There's no getting around it — we've said it before and we say it again — you must face your mistakes — extract the lessons from them — and leave good pictures in your mind in their place — pictures of how you will correct these mistakes in your future!

Once your mind has been cleared of your past wrong thinking, you are prepared and ready to do battle for the things you want to do and be and have in life. The word "battle" is used advisedly. You must compete for the things you desire by putting forth your finest efforts at all times. You can't win through to any real achievements unless you do.

Use Your
Best Effort
Always

The men and women who have succeeded and are succeeding in life are the *doers*. They are the earliest "getter-uppers," the most tireless "go-getters," and the latest "go-to-bedders" in every community. They are out to DO things and get things done — and no foolin'! To stay even with them, you've got to be on your mental and physical toes. They picture what they want with great faith and enthusiasm — and then get out and work to help make their pictures come true.

What are you picturing for yourself? How badly do you want it? How hard are you working to get it?

Fire yourself up with real, heartfelt resolution. Tell yourself there is to be no faltering, no turning back. This can be an historic date in your life.

HERE IS YOUR VICTORY PLAN. Arm yourself with these positive assurances:

Your
Victory
Plan

1. You *can* make things happen for the best. Always believe this and you will never be discouraged about anything.

2. Count your own blessings before you decide to give up. You will be amazed at how many assets you have.

3. You have God-given powers within you. Use them to build a successful and happy life for yourself.

4. Learn from your past experiences. Although some of them may have been discouraging, you came through them and there is something to be learned of value from each one of them.

5. Get to know lots of people. Talk to them. Learn from their experiences, too — it will help you avoid making mistakes.

6. Make a plan for your future — shoot high — have a goal toward which to work. Then follow through to that goal and don't give up until you reach it.

7. Even if you are physically handicapped, this is no reason to be discouraged. Others have become successful in spite of such handicaps — so can you.

8. Let your intuitive powers, when developed, help you get the things in life you want.

9. Always follow what you know to be right. Right things will work out for you — but wrong *ambitions* will never produce right results.

10. Turn to this book and re-read it whenever you feel low. Its principles have worked for everyone from Michelangelo to Lillian Roth. Let them work for you!

Positive
Statements
For Gaining
A Positive
Attitude

"From this moment on — I am going forward. I will uphold these resolutions I am now making, to the best of my ability.

"I will maintain a positive, optimistic attitude of mind in the face of all seeming negative conditions.

"I will replace my fears and worries with courage and faith. I refuse to permit any setbacks to upset me as they have in the past.

"I will picture good things happening and will put forth every earnest effort in that direction.

"I know that the God Power within will guide and protect me as I keep control of my emotions.

"I know that what others have done and are doing, in overcoming obstacles and handicaps in life — I can do.

"I have faith that the happiness, health and all the good things in life I desire — will come to me, in time, as I live up to the Codes of Right Thinking, which I am repeating daily.

"I declare now that I will never surrender to despair or discouragement, however great the odds may seem to be against me.

"I will give thanks for the strength to meet each day, for each small victory that I gain. In this connection, I now declare, having faith in myself and the God Power within me, that I have absolute faith in my future.

"I know that life must be lived and that I am the one who has to live it. But I also know that my life cannot be lived successfully unless I make the best of what happens. This is my goal — my objective — each day — from this day on!"